

Charity registration number 1150541

Company registration number 08302965 (England and Wales)

THE NOT FORGOTTEN ASSOCIATION (NFA)
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

THE NOT FORGOTTEN ASSOCIATION (NFA)

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr D J Cowley OBE	
	Mr J M Archer	
	Mr M W Nicholls	
	Colonel W J Partridge	
	Mr G C Hurstfield	
	Dr C M Goble	
	Commodore S J Scorer	
	Group Captain J L Gross	
	Mr P Botterill	
	Mr B Plummer	
	Mr S W G Neel	
	Mr S N Post	
	Ms L J Gibbard	
	Mr T M R Long	
	Mr F Roseman	
	Mr D Mason	(Appointed 1 June 2021)
Charity number	1150541	
Company number	08302965	
Registered office	1st Floor 14 Buckingham Palace Road London SW1W 0QP	
Auditor	Alliotts LLP Friary Court 13-21 High Street Guildford Surrey GU1 3DL	

THE NOT FORGOTTEN ASSOCIATION (NFA)

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THE NOT FORGOTTEN ASSOCIATION (NFA)

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

Chairman's Report

My report on 2020-2021 showed how we responded to the challenges of the pandemic by helping those veterans who struggled with loneliness and isolation. This report tells a very different story of celebration combined with lessons learned from lockdown - an unexpected but successful combination.

We belatedly celebrated our centenary, thanks to the generosity of the family of our co-founder, with a reception for many of our supporters and volunteers at the House of Lords at which we were delighted to welcome our Patron, HRH The Princess Royal. We also held a grand barbecue and Son et Lumiere for veterans of all three Services and of all ages at Danny House in Sussex. There could be no more special place to celebrate our foundation in 1920 as it was at Danny House that the War Cabinet agreed the terms of the Armistice in 1918.

Covid meant that for the first time since the end of World War 2 we could not hold our traditional Royal Garden Party at Buckingham Palace and we reduced the size of the event at St James's Palace. In addition, at our Patron's suggestion, and with the usual Not Forgotten enthusiasm we staged drive-in concerts for veterans in the grounds of eleven astonishing country houses throughout the country including two parties in a day at Gatcombe, the home of our Patron. The kindness of all those who welcomed us to their wonderful homes will stay in the memories of all those who attended the parties and has already become part of Not Forgotten history.

The celebrations continued with 101 concerts in the gardens of care homes with veterans to mark our 101st year. This was an astonishing feat of organisation, logistics and energy on the part of the entertainers, the stage crew and the caterers who covered over 1,000 miles and gave huge pleasure to over 1,000 veterans, and their partners and carers.

We did not stop during Covid and we have not stopped since thanks to the wonderful support of our donors, volunteers and our small team, which is now well established in our new office in Buckingham Palace Road. We can only operate from such a central location thanks to the great generosity of a benefactor to whom we are more than grateful.

The chart on the following page, which is taken from our 2021-2022 Annual Review, illustrates the range of our activities in 2021-2022 and the number of lives we have touched. It sadly cannot show the impact we had on those lives but we know from the feedback we receive how much our work is appreciated and how it does change lives which in so many cases were damaged either during or after service.

Everything we do is to bring fun, challenge and comradeship and restore confidence to those who have served and now suffer. They are always foremost in our thoughts but we are always mindful of all those who make our work possible - our Patron, our Presidents, our Trustees, our staff, our volunteers and our donors and those who give so generously of their time. They deserve the heartfelt thanks of all our beneficiaries and all of us at The Not Forgotten. I would also like to record my personal thank to Mark Nicholls, our Vice Chairman, and to our honorary appointees who do so much, often unseen, to ensure the charity operates efficiently and always with the interests of our beneficiaries at the centre of everything we do.

David Cowley OBE
Chairman

THE NOT FORGOTTEN ASSOCIATION (NFA)

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

BENEFICIARIES IN NUMBERS

Army	50 %
Royal Navy & Royal Marines	28%
RAF	13%
Merchant Navy	9%

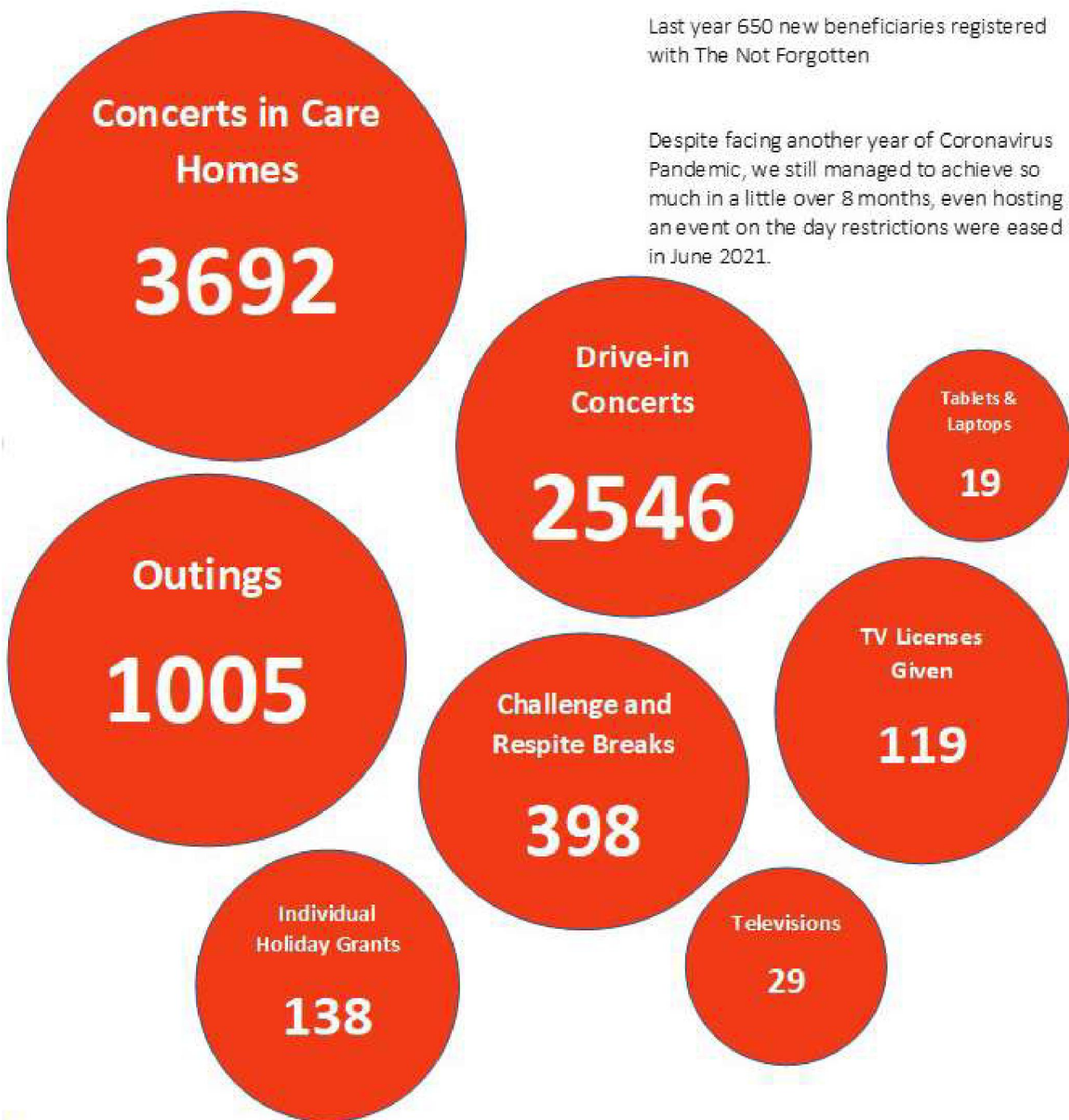
FEEDBACK

100% positive feedback was received from beneficiaries who attended Not Forgotten events

BENEFICIARIES

Last year 650 new beneficiaries registered with The Not Forgotten

Despite facing another year of Coronavirus Pandemic, we still managed to achieve so much in a little over 8 months, even hosting an event on the day restrictions were eased in June 2021.



THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The Not Forgotten Association ('The Not Forgotten') was set up as a charity in 1920 and has the following objectives, mission and vision:

- **Objectives.** To act generally for the benefit of service and ex-service personnel with disabilities or who are wounded, including the organisation or provision of items or facilities for leisure and recreational activities, travel, holidays and outings.
- **Mission.** To deliver high quality and safe recreational and entertainment activities to meet the needs of our beneficiaries, and to provide a caring and personal service which is fully linked in with other recovery pathways and which is underpinned by an ethos where everyone counts and is valued.
- **Vision.** To be the trusted partner of choice for providing entertainment and recreation opportunities for both beneficiaries and other service charities. To position ourselves to help more individuals who we are not yet reaching. To meet the high demand for activities and events, well supported by volunteers and with a strong financial base.

The Not Forgotten Association has the following values (ExPECT):

- **Excellence** – we seek to achieve this in everything we do.
- **Personal** – our beneficiaries are at the heart of everything we do, we know them and they know us.
- **Empathy** – we listen to, respect and understand our beneficiaries and their needs.
- **Comradeship** – veteran supporting veteran; bringing different generations, campaigns and services together.
- **Teamwork** – we work with our beneficiaries and other military charities to meet the individual's needs.
- We will:
 - Support every eligible beneficiary who approaches us, irrespective of service, age, rank or injury/illness.
 - Work closely with other Service Charities to meet the needs of our mutual beneficiaries.

THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Charity Activities – *Combating loneliness and isolation through a second year of pandemic*

The second year of the pandemic continued to place fresh demands on the charity and challenged how we remained agile to serve our beneficiaries and retained firm relationships with our benefactors and supporters. Within the context of an enduring pandemic, many of our beneficiaries were likely to face increased loneliness and isolation. The Not Forgotten continued to respond to this context and be innovative in its delivery of operations. Some of the flagship events suffered for a second year, which freed up time and resource to deliver a more outreach focussed programme and build upon the lessons learned in 2020/21.

The context also reinforced the value drawn from some of our less overt, but incredibly valuable core activities, such as the importance of providing TVs, TV Licences & tablets to veterans who are housebound, isolated or have limited mobility. This life-changing provision serves to unlock those who are digitally isolated, financially limited and whose wellbeing, social engagement and employment opportunities are impacted by their isolation; even more important in the context of a pandemic.

We belatedly celebrated our centenary with an event at the House of Lords in October for both our beneficiaries and supporters. This event was underpinned by a poignant and forward-looking address from our Patron, Her Royal Highness the Princes Royal, which drew upon our history and origins, but firmly focussed on the next 100 years and the unique and important role The Not Forgotten plays in the veterans' charity sector. The Not Forgotten continued to retain a very effective interface with our partners in the wider sector, many of whom continue to refer beneficiaries to us so they can access our portfolio of events and activities.

A key narrative throughout the year was how we drew from the lessons of the previous year in our modified programme of delivery and continued to adapt and redeploy in response to the changing pandemic. Through a restricted programme of events we also returned to some of our pre-Covid core activities including the assisted skiing challenge package in Breckenridge, as well as the UK based Ashcombe Estate respite break. 15 trips were delivered, servicing 398 beneficiaries directly and reinforcing that The Not Forgotten was still very much engaged with our beneficiaries and reaching into their communities.

The Breckenridge challenge event, funded via the Headley Court Charitable Trust, continued to cater for 26 beneficiaries in a recognised centre of excellence for assisted skiing. Once again, this proven formula took beneficiaries to a different level of self-awareness, self-confidence and fostered team spirit and mutual support in the most challenging of environments.

The power of respite delivered through the programme on the Ashcombe Estate in Devon built such a strong team atmosphere in a matter of days and reinforced the power of peer support, overcoming common challenges and the sharing of experiences. A particularly powerful component to this package was the benefit that it brought to the partners and carers; a community which is oft forgotten, yet such an integral part to beneficiary health and wellbeing. An important part of our delivery is to enable the support network to recover and recharge, so as to be able to address the needs of the beneficiaries all year round.

A series of weekend carp fishing weekend packages reinforced the power and value of events particularly suited to those with mental health challenges. While fishing was the platform such events provided a single focus, a relaxing and calming environment and a subtle level of healthy competition on the banks which carried into the evenings. As with most The Not Forgotten events, the legacy from these trips are the strong bonds and enduring friendships which provide an additional layer to the essential beneficiary support network.

The most significant development for 2021/22 was the delivery of a series of drive-in concerts at 11 locations across the country. These demonstrated the agile deployment of 'outreach' and exploiting the benefits which beneficiaries enjoyed from attending in their own vehicles with friends and carers. This provided a safe, secure, all-weather platform from which our beneficiaries and their support network could enjoy the event. It is testament to the formula that the majority of attendees stepped out and stayed out of their cars so as to engage with each other (socially distanced) and the incredible array of entertainment. As always this was tailored to appeal to the widest range of attendees; diversity and inclusivity being a fundamental ingredient to year-round success.

As always there was a common theme throughout the year of 'from strangers to friends' and with new beneficiaries balanced with returners, there was once more enormous value drawn from a healthy network of compassionate peer support.

THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance

There have been many achievements over this year which included:

- Supporting 8,111 individuals, a decrease on 2020/21 in response to Government guidelines, but with increased regional 'reach' to ensure a targeted engagement with beneficiaries
- Delivered a revised programme incorporating best practice drawn from the previous year of pandemic whilst working remotely and within Government restrictions
- Established a revised event delivery model for enduring post Covid operations, as a result of innovating and responding to the Covid challenge
- Beneficiary database further improved (GDPR compliant and greater data quality)
- Consolidated our cloud-based IT operations
- Maintained full employment for the team without furlough or redundancy
- Increased our public awareness profile and social media following through refining our strategic approach and delivery & exploitation methods

In summary support was provided to beneficiaries in the following areas:

2020/21		2021/22	
Summer Care Home Concerts	2,707	Concerts in Care Homes	3,692
Christmas Care Home Concerts	362		
Activity Breaks/Holidays	51	Activities & Visits	536
Jingle Bell Rock Drive-In Concerts	1,293	Drive in concerts	2,546
Forgot You Not WW2 Goody Box	2,566		
TV's for Individuals	364	TV's for Individuals	29
TV Licences	116	TV Licences	119
Laptops/Tablets	29	Laptops/Tablets	19
Gift Parcels	2,547	Royal Events	165
Check-in Calls	688	Outings	1,005
Online Quizzes	305		
Online Shows – Best Seat in The House	30		
Total Beneficiaries	11,058		8,111

Our Volunteers

The Not Forgotten relies on the continued goodwill and support of our many volunteers. Past beneficiaries support the Head of Events in delivering our activities, and this is seen as an important step in an individual's recovery pathway; receive help and then help others. Other volunteers support The Not Forgotten with fundraising activities and in acting in ambassadorial roles, which help promote the charity and allows us to reach more beneficiaries, and especially those who are hard to reach. We greatly value this loyalty which is remarkable in a non-membership organisation.

THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Financial review

Income in the year was £987,199 (2021 - £996,581).

The Charity was in receipt of a number of grants during 2021/22. The major Service charities namely, ABF The Soldiers' Charity, Royal Navy Royal Marines Charity and the RAF Benevolent Fund continued their long-term patronages, these along with sizeable grants from The Band Trust, The Childwick Trust, The Peacock Charitable Trust and Queen Mary's Roehampton Trust together with a significant new grant from the Baron & Baroness Lethington Charitable Trust, meant that we could continue to offer such a large and varied Programme of events whilst maintaining cashflow. In addition, we still retain restricted funding from the Headley Court Charity, specifically for rehabilitation Challenge-type events.

We are privileged to become the principle military charity of The Seahorse Trust - the charitable arm of The Worshipful Company of Pewterers, initially for a 3-year period. This sponsorship along with the continued valued contribution towards Office Rental costs from The Westminster Foundation, are extremely important to us.

We continue to pursue different ways of maintaining, or increasing, our income stream, by seeking new avenues of funding.

Resources expended totalled £1,175,862 (2021 - £1,082,332) in the year.

The Operating Result for the year was a deficit of £188,663 (2021 - £85,751), before investment gains of £170,673 (2021- £370,284) resulting in Net Movement in Funds of £(17,990) (2021 - £284,533).

Year end total reserves stood at £2,654,495 (2021 - £2,672,485). Free reserves were £343,944 (2021 - £226,050).

THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Reserves Policy

The Charity has no guaranteed income, no service contracts and no expectation of a guaranteed income from legacies. Although many donors continue to support the charity, they have also experienced increased pressure on their own available resources.

The Trustees of The Not Forgotten have confirmed their commitment to continue to provide support to our beneficiaries and has been operating at a deficit to meet the demand.

The extant policy on reserves is below, noting that The General Committee approved a revised policy on reserves in February 2021. The revised policy requires reserves be maintained at a level which ensures that the Charity's core activity could continue during a 12-month period of unforeseen difficulty where income was significantly reduced.

The extant 2021-22 Policy states that the Charity's unrestricted funds will be kept in two distinct areas as follows:

- **Designated Investment Fund.** As The Not Forgotten has no other permanent endowment assets to generate regular income, the Trustees have decided to set aside monies as an investment fund. The required size of this has been estimated at approximately £2,000,000.
- **Core Operating Cash Reserve.** The Trustees aim to have a sum of £150,000 to set aside as operating cash reserves to manage cash flow, maintain financial flexibility and cover ongoing operating and programme costs. This fund will be maintained in liquid assets with investment managers CCLA. Access to these funds to be authorised by at least two members of the Senior Management Team.

The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle. It takes into account:

- Risks associated with income and expenditure being different to that budgeted.
- The Charity's commitments and planned activity level.

The policy will be reviewed every year by the Finance & Governance Sub-Committee or sooner if warranted by internal or external events or changes. The enduring impact of Covid has caused a review of the financial needs of the charity, but the Trustees believe that reserves are strong enough to meet those needs in the near term.

In accordance with the revised Reserves Policy (signed May 2022), The Not Forgotten intends to draw down upon its Reserve holdings, such that it holds one year's operating capital as reserve.

THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Investments

The Charity's investments during the year benefited from the recovery of the global financial markets during the year. We changed our investment manager to CCLA in 2019 on the basis of their selection methodology. This was justified by the performance of our portfolio, which exceeded the performance of the financial markets as they rebounded after the initial impact of Covid.

This enabled us to use additional income from our portfolio to support our charitable activities at a time when they were in high demand and when our fundraising income was significantly reduced.

The fund increased in value by £154,553. This surplus will be used in the current financial year to fund our charitable activities at a time when income is projected to be substantially reduced.

PLANS FOR 2022/23

As we emerge from the pandemic and into the fresh challenges driven by global political events and strategic shocks, The Not Forgotten will continue to refine its delivery with increased reach into the regions and undertaking targeted engagements where our beneficiaries need us most. Emphasis continues to be on sustaining the legacy beneficiaries, but also continuing to evolve a programme of events that remains relevant to the next generation of emergent beneficiaries with many similar needs, but also very different ones too. Cost / Benefit analysis will inform our delivery schedule. Our KPIs for 2022/23 are listed separately but the key plans for the year will include:

- Deliver the 2030 Strategy and an underpinning Business/Campaign Planning rigour with key milestones and metrics driving efficient operations and maximum beneficiary impact.
- Deliver refreshed programme of safe adventure and respite holidays.
- Introduce new activities which are safe (risk managed) and rewarding for our beneficiary community.
- Consolidate operations with a refreshed team and consolidating our presence in our new HQ location (14 Buckingham Palace Road).
- Find and support new beneficiaries – achieving 70% of those attending our events are new to The Not Forgotten or have not attended a similar event for at least 2 years.
- Achieve an >80% positive feedback from our programme.
- Remain a leader in the changing veteran charity sector.
- Deliver transformed approach to comms and engagement to ease access to our activities, reach more beneficiaries and raise awareness.
- Continue to enhance IT procedures (future proofing) with particular emphasis on data management and contemporary / modernised and automated systems.
- Continue staff CPD with emphasis on that specific to sector area.
- Identify & secure new sources of funding.
- Produce and implement a legacy policy.

RISKS

The risks to The Not Forgotten are formally reviewed every year by the Trustees. The three greatest risks to the charity are 1) reputational risk, 2) financial fragility & 3) staff resilience / succession planning. The Trustees and Senior Management Team are alive to these which are constantly reviewed and discussed. To address the changing and challenging charitable financial environment a small Trustee sub-committee has been set up to develop a 2030 Strategy. This sub-committee will look at fiscal trends, opportunities and the military charitable environment to advise the General Committee on what The Not Forgotten should look like and focus on going forward. This sub-committee will report to the General Committee throughout the development of the strategy which should be delivered and approved by the end of 2022.

Summary

Wounded and injured servicemen and women, and veterans with disabilities, are at the heart of everything we do. Remaining true to our original objectives of 1920, we are proud to be supporting over 10,000 individuals each year with our varied and busy programme. We consider it a huge privilege to be supporting so many individuals, raising some cheer amongst those who have served their country and now suffer.

THE NOT FORGOTTEN ASSOCIATION (NFA)

TRUSTEES'(INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

The charity is a company limited by guarantee.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr D J Cowley OBE

Mr J M Archer

Lord Newall DL (Resigned 19 October 2021)

Mr M W Nicholls

Commodore P J Tribe (Resigned 19 October 2021)

Colonel W J Partridge

Mr G C Hurstfield

Dr C M Goble

Commodore S J Scorer

Group Captain J L Gross

Mr P Botterill

Mr B Plummer

Mr S W G Neel

Mr S N Post

Ms L J Gibbard

Mr T M R Long

Mr F Roseman

Mr D Mason (Appointed 1 June 2021)

Recruitment of Trustees

As set out in the Articles of Association any person who is willing to act as a Trustee, and is permitted by law to do so, may be appointed to be a Trustee by Ordinary Resolution; or by a simple majority of all the Trustees entitles to attend and vote at any meeting of the General Committee. New Trustees who are invited to join the Board by the Chairman, with the approval of the Board, will normally serve for five years with an optional extension of five years if approved by the Board. Trustees who join the Board normally come with a specific skill or area of interest that will benefit the organisation eg. detailed understanding of the armed forces, investments, finance or the law; or corporate experience and knowledge.

Trustee induction and training

New Trustees are briefed on their legal obligations. During their period of induction they meet the management team and review and discuss activities, recent financial statements and Committee minutes. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The Trustees' was approved by the Board of Trustees.


David Cowley (Dec 14, 2022 10:48 GMT)

Mr D J Cowley OBE

Chairman

Dated: 14/12/2022

THE NOT FORGOTTEN ASSOCIATION (NFA)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also the directors of The Not Forgotten Association (NFA) for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that 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 NOT FORGOTTEN ASSOCIATION (NFA)

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE NOT FORGOTTEN ASSOCIATION (NFA)

Opinion

We have audited the financial statements of The Not Forgotten Association (NFA) (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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; 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.

Conclusions relating to going concern

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

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

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

Other information

The 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 contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

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

THE NOT FORGOTTEN ASSOCIATION (NFA)

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE NOT FORGOTTEN ASSOCIATION (NFA)

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

THE NOT FORGOTTEN ASSOCIATION (NFA)

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE NOT FORGOTTEN ASSOCIATION (NFA)

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with Trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Charities SORP, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

Audit response to risks identified

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

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed all transactions listed;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

THE NOT FORGOTTEN ASSOCIATION (NFA)

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE NOT FORGOTTEN ASSOCIATION (NFA)

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Alliotts LLP

14/12/2022

.....

**Chartered Accountants
Statutory Auditor**

Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DL

Alliotts LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

THE NOT FORGOTTEN ASSOCIATION (NFA)

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	870,500	60,100	930,600	638,991	295,750	934,741
Charitable activities	4	157	-	157	(260)	-	(260)
Investments	5	56,441	-	56,441	62,100	-	62,100
Total income		927,098	60,100	987,198	700,831	295,750	996,581
Expenditure on:							
Raising funds	6	232,159	-	232,159	226,984	-	226,984
Charitable activities	7	747,718	195,984	943,702	643,786	211,562	855,348
Total resources expended		979,877	195,984	1,175,861	870,770	211,562	1,082,332
Operating result		(52,779)	(135,884)	(188,663)	(169,939)	84,188	(85,751)
Net gains/(losses) on investments	11	170,673	-	170,673	370,284	-	370,284
Gross transfers between funds		-	-	-	(56,380)	56,380	-
Net movement in funds		117,894	(135,884)	(17,990)	143,965	140,568	284,533
Fund balances at 1 April 2021		2,226,050	446,435	2,672,485	2,082,085	305,867	2,387,952
Fund balances at 31 March 2022		2,343,944	310,551	2,654,495	2,226,050	446,435	2,672,485

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NOT FORGOTTEN ASSOCIATION (NFA)

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Investments	12		2,296,160		2,525,353
Current assets					
Stocks	14	-		13,364	
Debtors	15	70,403		106,975	
Cash at bank and in hand		341,881		182,713	
		412,284		303,052	
Creditors: amounts falling due within one year	16	(53,949)		(155,920)	
Net current assets			358,335		147,132
Total assets less current liabilities			2,654,495		2,672,485
Income funds					
Restricted funds	18		310,551		446,435
<u>Unrestricted funds</u>					
Designated funds	19	2,000,000		2,000,000	
General unrestricted funds		343,944		226,050	
			2,343,944		2,226,050
			2,654,495		2,672,485

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 14/12/2022


David Cowley (Dec 14, 2022 10:48 GMT)

Mr D J Cowley OBE
Trustee

Company Registration No. 08302965

THE NOT FORGOTTEN ASSOCIATION (NFA)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash absorbed by operations	24		(297,139)		(188,120)
Investing activities					
Proceeds from disposal of subsidiaries		1		-	
Purchase of other investments		-		(500,000)	
Proceeds from disposal of other investments		399,865		150,000	
Investment income received		56,441		62,100	
Net cash generated from/(used in) investing activities			456,307		(287,900)
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			159,168		(476,020)
Cash and cash equivalents at beginning of year			182,713		658,733
Cash and cash equivalents at end of year			341,881		182,713

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

The Not Forgotten Association (NFA) is a private company limited by guarantee incorporated in England and Wales. The registered office is 1st Floor, 14 Buckingham Palace Road, London, SW1W 0QP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation investments and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

As a result of Covid-19, the suitability of the going concern basis has been assessed. At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services and facilities are recognised in the period of receipt at fair value; a corresponding amount is also recognised in expenditure.

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes. This includes fundraising activities and events.

Expenditure on charitable activities includes the costs of activities and their associated support costs.

As the Not Forgotten is not registered for VAT, all VAT incurred is charged as a cost against the activity for which the expenditure was incurred.

Support costs include back office costs such as finance, personnel, events support and governance costs. These costs have been allocated between the costs of raising funds and charitable activities. The basis for allocation is percentage of staff time.

Televisions	14%
Holidays	22%
Entertainments	19%
Outings	16%
Fundraising & Publicity	29%

1.6 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.7 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments.

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Pension provision

The charity participates in the the Pensions Trust Growth Plan pension scheme, a multi employer scheme, part of which is a defined benefit scheme and is in deficit. The charity has been making additional pension contributions to this scheme to meet its share of a deficit reduction arrangement. The charity gave notice that it intended to leave the scheme and as post year end a payment was made to the scheme to satisfy all liabilities.

3 Donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Donations and gifts	598,560	60,100	658,660	515,029	295,750	810,779
Legacies receivable	268,624	-	268,624	119,427	-	119,427
Donated goods and services	3,316	-	3,316	4,535	-	4,535
	<u>870,500</u>	<u>60,100</u>	<u>930,600</u>	<u>638,991</u>	<u>295,750</u>	<u>934,741</u>

The charity has received tickets to events and the use of facilities and services during the year for which the donors required no payment. An amount has been included as gifts in kind as both income and expenditure to enable a better understanding of the funds.

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	Charitable Income 2022 £	Charitable Income 2021 £
Sales within charitable activities	-	(262)
Other income	157	2
	<u>157</u>	<u>(260)</u>

5 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Income from unlisted investments	<u>56,441</u>	<u>62,100</u>

6 Raising funds

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
<u>Fundraising and publicity</u>		
Other fundraising costs	45,518	44,859
Staff costs	136,252	134,741
Support costs	50,389	47,384
	<u>232,159</u>	<u>226,984</u>
Fundraising and publicity	<u>232,159</u>	<u>226,984</u>

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

7 Charitable activities

	Televisions	Holidays	Entertain ment	Outings	Total 2022	Total 2021
	2022 £	2022 £	2022 £	2022 £	£	£
Staff costs	65,776	103,364	89,269	75,174	333,583	329,883
Direct Costs	27,464	161,489	281,741	16,059	486,753	409,456
	<u>93,240</u>	<u>264,853</u>	<u>371,010</u>	<u>91,233</u>	<u>820,336</u>	<u>739,339</u>
Share of support costs (see note 8)	21,610	33,959	29,328	24,697	109,594	106,515
Share of governance costs (see note 8)	2,715	4,267	3,685	3,105	13,772	9,494
	<u>117,565</u>	<u>303,079</u>	<u>404,023</u>	<u>119,035</u>	<u>943,702</u>	<u>855,348</u>
Analysis by fund						
Unrestricted funds	117,565	159,795	357,517	112,841	747,718	643,786
Restricted funds	-	143,284	46,506	6,194	195,984	211,562
	<u>117,565</u>	<u>303,079</u>	<u>404,023</u>	<u>119,035</u>	<u>943,702</u>	<u>855,348</u>

For the year ended 31 March 2021

	Televisions	Holidays	Entertain ment	Outings	Total 2021
	£	£	£	£	£
Staff costs	65,047	102,217	88,279	74,340	329,883
Direct Costs	48,985	39,267	116,480	204,724	409,456
	<u>114,032</u>	<u>141,484</u>	<u>204,759</u>	<u>279,064</u>	<u>739,339</u>
Share of support costs (see note 8)	21,003	33,005	28,504	24,003	106,515
Share of governance costs (see note 8)	1,873	2,942	2,540	2,139	9,494
	<u>136,908</u>	<u>177,431</u>	<u>235,803</u>	<u>305,206</u>	<u>855,348</u>
Analysis by fund					
Unrestricted funds	136,908	160,249	235,803	110,826	643,786
Restricted funds	-	17,182	-	194,380	211,562
	<u>136,908</u>	<u>177,431</u>	<u>235,803</u>	<u>305,206</u>	<u>855,348</u>

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

8 Support costs

	Support costs £	Governance costs £	2022 Support costs £	Governance costs £	2021 £
Office Expenses	92,198	-	92,198	-	75,390
Rent	53,359	-	53,359	-	47,387
Employee Related	4,167	-	4,167	-	13,621
Insurance	4,635	-	4,635	-	13,623
Audit fees	-	10,800	10,800	-	8,160
Governance Costs	-	8,597	8,597	-	5,212
	<u>154,359</u>	<u>19,397</u>	<u>173,756</u>	<u>13,372</u>	<u>163,393</u>
Analysed between					
Fundraising	44,765	5,624	50,389	4,863	42,109
Charitable activities	109,594	13,773	123,367	9,494	116,009
	<u>154,359</u>	<u>19,397</u>	<u>173,756</u>	<u>16,772</u>	<u>145,211</u>

Governance costs includes the gross audit fee charges of £10,800 (2021: £8,160) which are partly gifts in kind.

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year and none were reimbursed meeting expenses (2021- £nil).

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

10 Employees

Number of employees

The average monthly number of employees during the year was:

2022 Number	2021 Number
9	10

Employment costs

	2022 £	2021 £
Wages and salaries	405,682	388,238
Social security costs	29,581	32,786
Other pension costs	34,572	43,600
	<u>469,835</u>	<u>464,624</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2022 Number	2021 Number
£60,000-£69,999	-	1
£70,000-£79,999	1	1
£100,000-£109,999	-	1
£100,000-£109,999	1	-

Remuneration consists of gross salary, employer's NI and pension and benefits in kind.

11 Net gains/(losses) on investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Revaluation of investments	154,553	349,971
Gain/(loss) on sale of investments	16,120	20,313
	<u>170,673</u>	<u>370,284</u>

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

12 Fixed asset investments

	Listed investments £	Cash in portfolio £	Other investments	Total £
Cost or valuation				
At 1 April 2021	2,074,721	450,631	1	2,525,353
Valuation changes	154,553	-	-	154,553
Disposals	(283,880)	(99,865)	(1)	(383,746)
At 31 March 2022	1,945,394	350,766	-	2,296,160
Carrying amount				
At 31 March 2022	1,945,394	350,766	-	2,296,160
At 31 March 2021	2,074,721	450,631	1	2,525,353

	Notes	2022 £	2021 £
Other investments comprise:			
Investments in subsidiaries	23	-	1

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

13	Financial instruments		2022	2021
			£	£
	Carrying amount of financial assets			
	Instruments measured at fair value through profit or loss		1,945,394	2,074,721
14	Stocks		2022	2021
			£	£
	Finished goods and goods for resale		-	13,364
15	Debtors		2022	2021
			£	£
	Amounts falling due within one year:			
	Other debtors		22,061	81,211
	Prepayments and accrued income		48,342	25,764
			70,403	106,975
16	Creditors: amounts falling due within one year		2022	2021
		Notes	£	£
	Other taxation and social security		16,381	11,547
	Deferred income	17	18,535	40,491
	Trade creditors		4,245	2,541
	Amounts owed to subsidiary undertakings		-	1
	Accruals		14,788	101,340
			53,949	155,920
17	Deferred income		2022	2021
			£	£
	Other deferred income		18,535	40,491
	Deferred income is included in the financial statements as follows:			
			2022	2021
			£	£
	Deferred income is included within:			
	Current liabilities		18,535	40,491
	Movements in the year:			

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

17 Deferred income

(Continued)

Deferred income at 1 April 2021	40,491	35,701
Released from previous periods	(40,491)	(35,701)
Resources deferred in the year	18,535	40,491
	<hr/>	<hr/>
Deferred income at 31 March 2022	18,535	40,491
	<hr/>	<hr/>

The deferred income relates to an annual donation to cover rent, for the period starting 1 March each year.

18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			
	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 31 March 2022
	£	£	£	£
NMA	5,000	-	(5,000)	-
Other	867	-	(867)	-
NWB Headley Court	300,000	-	(100,000)	200,000
Armed Forces Covenant Fund	140,568	-	(30,017)	110,551
JTI	-	52,100	(52,100)	-
Royal Naval Benevolent Trust (RNBT)	-	8,000	(8,000)	-
	<hr/>	<hr/>	<hr/>	<hr/>
	446,435	60,100	(195,984)	310,551
	<hr/>	<hr/>	<hr/>	<hr/>

NMA fund is for the upkeep of the elephant memorial to the Not Forgotten at The National Memorial Arboretum.

The Armed Forces Covenant Fund was for the use in the positive pathways programme providing funding for sporting events.

NWB Headley Court is for a three-year programme for adaptive skiing.

JTI is to fund Christmas Lunches, Christmas Drive-Ins Concerts and Christmas Lunch at Ascot.

RNBT is the reimbursement of Cost of Activity provided for Naval Personnel e.g. Aschome, Majorca etc.

Other funds relate to various programmes that are regional.

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

19 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds		Movement in funds		Balance at 31 March 2022
	Balance at 1 April 2020	Incoming resources	Balance at 1 April 2021	Incoming resources	
Investment Fund	2,000,000	-	2,000,000	-	2,000,000
	2,000,000	-	2,000,000	-	2,000,000

The Investment Fund has been used as if it were a capital fund to generate an income stream to spend on the charity's programmes.

20 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Investments	2,296,160	-	2,296,160	2,525,353	-	2,525,353
Current assets/(liabilities)	47,784	310,551	358,335	(299,303)	446,435	147,132
	2,343,944	310,551	2,654,495	2,226,050	446,435	2,672,485

21 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	84,108	38,686
Between two and five years	248,897	2,883
	333,005	41,569

THE NOT FORGOTTEN ASSOCIATION (NFA)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

22 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows and comprises Chief Executive, Head of Events, Head of Finance and two Senior managers. The previous year did not include the newly appointed Senior managers.

	2022 £	2021 £
Aggregate compensation	295,902	314,305

In the year the spouse of one of the Trustees earned £4,645 (2021: £5,770) as an employee of the charity. There were no other related party transactions.

23 Subsidiaries

Details of the charity's subsidiaries at 31 March 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
NFA Trading Limited	England	Dissolved - May 2021	Ordinary	100.00

24 Cash generated from operations

	2022 £	2021 £
(Deficit)/surplus for the year	(17,990)	284,533
Adjustments for:		
Investment income recognised in statement of financial activities	(56,441)	(62,100)
Gain on disposal of investments	(16,120)	(20,313)
Fair value gains and losses on investments	(154,553)	(349,971)
Movements in working capital:		
Decrease/(increase) in stocks	13,364	(10,300)
Decrease/(increase) in debtors	36,572	(64,594)
(Decrease)/increase in creditors	(80,015)	29,835
(Decrease)/increase in deferred income	(21,956)	4,790
Cash absorbed by operations	(297,139)	(188,120)

25 Analysis of changes in net funds

The charity had no debt during the year.