

CHARITY REGISTRATION NUMBER: 1169005

The Battle of Britain Memorial Trust CIO
Financial Statements
31 December 2020

BURGESS HODGSON LLP

Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

The Battle of Britain Memorial Trust CIO

Financial Statements

Year ended 31 December 2020

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The Battle of Britain Memorial Trust CIO

Trustees' Annual Report

Year ended 31 December 2020

Reference and administrative details

Registered charity name	The Battle of Britain Memorial Trust CIO
Charity registration number	1169005
Registered Address	PO Box 337, West Malling, Kent, ME6 9AA
Patron	HRH Prince Michael of Kent GCVO

Trustees

President	Air Chief Marshal Sir Stephen Dalton GCB
Chairman	Richard Hunting CBE Violet Lady Aitken (Died 18 February 2021) The Hon Rory Aitken Mrs Deborah Burns Lieutenant Colonel Barry Duffield DL Wing Commander Sophy Antrobus MBE RAF (Ret'd) Mr Robin Green Flight Lieutenant Bernard Hyde AE* (Died 2 September 2020) Mr Nick Lawn BSc (Hons) MRICS Mr Roland Parry BA (Hons) FCA (res. 6 October 2020) Air Vice-Marshal the Ven Ray Pentland CB Mr David Rosier Wing Commander Andrew Simpson BSc RAFVR(T) (Ret'd) Group Captain Patrick Tootal OBE DL
Hon Secretary	

Officers (with no Trustee responsibilities)

Life Vice President	Air Chief Marshal Sir Michael Graydon GCB CBE
Life Vice President	Mrs Shelley Page-Gubelmann
Life Vice President	John Henderson (Died 16 November 2020)
Life Vice President	Paul Tory
Life Vice President	Mrs Geraldine Allinson OBE DL
Life Vice President	Mr Roland Parry BA (Hons) FCA (appt 6 October 2020)

Key Management Personnel

Hon Treasurer	Mr R Parry BA (Hons) FCA (res. 6 October 2020)
Hon Treasurer	Mrs S J Pilcher BA (Hons), CSBM (appt 31 July 2020)
Events Organiser	Mrs J Tootal BEM
Site Manager	Major (Ret'd) J Gomez
Assistant Site Manager	Mrs A Gomez
PR Consultants	Go4 Marketing and PR Ltd
Assistant to Hon Secretary	Mrs K Hume
Marketing Consultants	Realia Marketing

Advisers

Auditor	Burgess Hodgson LLP Chartered accountants & statutory auditor Camburgh House 27 New Dover Road Canterbury Kent CT1 3DN
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Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Accountants	Magee Gammon Henwood House Henwood Ashford Kent TN24 8DH
Bankers	National Westminster Bank PLC 20 High Street Ashford Kent TN24 8SH
Investment Managers	Investec 30 Gresham St London EC2V 7QN BlackRock 12 Throgmorton Ave London EC2N 2DL
Solicitors	Furley Page LLP 39 St. Margaret's Street Canterbury Kent CT1 2TX

TRUSTEES' REPORT

The Trustees of The Battle of Britain Memorial Trust CIO present their report, together with the consolidated financial statements for the year ended 31 December 2020. The financial statements comply with current statutory requirements, the Trust Deed and the Statement of Recommended Practice 'Accounting and Reporting by Charities SORP 2015'.

Objectives

The Battle of Britain Memorial Trust was established under a Trust deed dated 4 June 1990, 50 years after the campaign itself, with the object of erecting and maintaining a National Memorial to those who flew and fought and those who fell during the Battle of Britain in the summer and autumn of 1940.

The Trust's Mission Statement points out that it is "dedicated to preserving the memory of the men and women who took part in the Battle of Britain, commemorating their achievements and sacrifice. The Trust sets out to educate the public about the unique nature of the Battle of Britain and ensure that future generations are aware of the importance of this event and its place in history.

"The National Memorial to the Few at Capel-le-Ferne in Kent is a lasting reminder of all those who fought in the Battle of Britain and those who were affected by it. It is a place for reflective contemplation, reverence and respect. The Memorial provides its visitors with a site both for commemoration and learning."

On becoming a Charitable Incorporated Organisation (CIO) in 2017 the objects were modified as follows:

"To advance education in and understanding of the contributions made by aircrew from the UK and Commonwealth and Allied countries who flew operationally under RAF Fighter Command in the Battle of Britain between July 10 and October 31 1940, through the provision of a memorial, visitor centre

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Objectives (cont.)

and such other attractions and commemorative media as may be deemed appropriate. In addition, to support the surviving members of those aircrew and their descendants in preserving the name of the Battle of Britain Fighter Association in perpetuity."

Visitors are invited to make donations towards site maintenance in various collection boxes, more recently by credit/debit card through a contactless donation station at the site and by purchasing refreshments, unique items of memorabilia and souvenirs. The response continues to be excellent; visitor numbers are steady and the shop and café in The Wing, the visitors' centre opened by HM The Queen accompanied by HRH The Duke of Edinburgh in 2015, have improved the visitors' experience.

The Trust's objective is to build up sufficient funds to care for and maintain the site and the Memorial, unveiled by Her Late Majesty Queen Elizabeth the Queen Mother in 1993, to the highest possible standards and carry out improvements as the need arises.

The Trust depends on revenue from The Wing, donations from corporations, individuals and other benefactors, legacies, fundraising activities and investment income.

Organisation

The Trust's objects, powers and other constitutional matters are set out in the Trust deed. It is governed by the Trustees, who meet four times a year. A Finance & General Purposes Committee, made up of the Chairman, Hon. Treasurer, Hon. Secretary, Wg Cdr Simpson, AVM Pentland and Major Gomez, meets when necessary between Trust meetings. The names of Trustees appear in the list of Trustees and Advisers on page 1. There is also a Memorial Day Planning Committee, chaired by the Hon Secretary, which comprises key Trustees and the Trust's Events Organiser and PR Consultant and is responsible for planning and arranging the annual Memorial Day. In order to encourage the full use of the education facilities at the Geoffrey Page Centre within The Wing, there is an Education Sub-committee under the chairmanship of the Hon Secretary. It comprises key Trustees, the PR Consultant and a co-opted retired teacher and has created a range of educational material.

New Trustees join the Trust at the invitation of the Trustees.

By a Deed of Variation of Trust dated 3 October 2002, the Trustees agreed that the number of Trustees could be increased to 20 and that sub-committees could be appointed to manage specific duties and functions as directed by the Trustees. The Deed of Variation also allowed the Trust to make investments and pursue modest trading activities.

The Battle of Britain Memorial Trust CIO came into effect on 1 January 2017. The Battle of Britain Memorial Trust continues to exist alongside the CIO.

Patron

HRH Prince Michael of Kent GCVO has been the Patron of the Trust since 19 November 2003.

Obituaries

The trustees mourn the passing of three stalwart servants of the Trust from its early days.

Flight Lieutenant Bernard Hyde AE*. In 1993 Bernard Hyde became the first manager at the Memorial. He died peacefully in hospital on 2 September 2020 after 27 years of support for the Trust. He was appointed to the manager's role by Wing Commander Geoffrey Page and became a Trustee after standing down from that post.

John Henderson. John joined as a founding Trustee on 4 June 1990. When the Trust faced major financial troubles four years later, he helped steer it through the crisis by fund raising and attracting other generous benefactors. John ensured that Trust meetings were fun and positive. He and his wife

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Obituaries (cont.)

Margaret were great supporters of Trust events and attended the last Memorial Day in 2019.

Violet Lady Aitken. Vi, as she was known to all at the Trust, was the one of the last surviving members of the original trustees who set up the Trust to create the National Memorial. This she did in memory of her late husband, Sir Max Aitken Bt DSC DFC, who had served in Fighter Command before and during the Battle of Britain in 1940. She continued to support the Memorial throughout the rest of her life, inspiring the installation of the Beaverbrook Wall at the Memorial which she unveiled in 1999 with her usual verve, elegance and impish sense of humour.

Change of Hon Treasurer

The Trustees wish to record their grateful thanks to Roland Parry FCA who has stepped down as Hon Treasurer of the charity after 19 years of diligent voluntary service. Much of the credit for the Trust's stable financial situation is down to his skill, hard work and dedication in sometimes difficult times.

The Trust is fortunate to have recruited Mrs Sam Pilcher as its new Hon Treasurer. Her career has been as a government accountant and as a school business manager. She became a Trustee on 15 April 2021.

Plans and Achievements in 2020

COVID 19

The COVID 19 pandemic seriously curtailed Trust activities during 2020. As infection rates increased, on 18 March, the Trustees introduced limited opening hours to keep staff, volunteers and visitors safe. Sadly, this was not sufficient and the decision was taken to close the Wing and car park to visitors on 21 March and the national lockdown came into force on 23 March 2020. At this stage, the Treasurer arranged for Trust loan repayments to be deferred, there was a business rates holiday and non-essential Wing staff were placed on furlough. With the easing of lockdown measures, the Wing and car park reopened on 17th July with COVID safe measures in place. The Wing and car park were closed again on 3rd November as Kent moved into Tier 4 restrictions followed by a national lockdown.

Events

It was evident before the national lockdown that the three major events planned for 2020 would have to be cancelled, postponed or delivered virtually. Some of those due to attend the Geoffrey Page Memorial Lecture by Tony Edwards at the RAF Club on 26 March started to withdraw in February as the severity of the pandemic grew. It was rescheduled for September and then March 2021 and is now further postponed. It is hoped this event will go ahead when conditions allow. The theatre event planned for 31 October to mark the 80th Anniversary of the end of the Battle was postponed until 30th October 2021, again if conditions allow.

Virtual Memorial Day 12th July

The Trust's third major annual and showpiece event, Memorial Day, was staged as a virtual event on 12 July, premiered on YouTube by the Trust's Hon Chaplain, AVM the Ven Ray Pentland. The event was introduced by the Trust President and there were contributions from the Chief of the Air Staff and the Battle of Britain Memorial Flight. It received some 3,000 views.

Fundraising

Throughout 2020 the Trust's marketing and PR effort focused on keeping the Battle of Britain and the Memorial in the public eye. There is an online record of some of the ways in which that was achieved at <https://www.youtube.com/c/BattleofBritainMemorial/videos> In April, with the Memorial closed, the

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Fundraising (cont.)

Trust examined ways to fundraise in an environment where the focus was on welfare charities. The

REALIA marketing team, supported by the PR consultant, set up a very successful Crowdfunder appeal which was endorsed by several celebrity supporters, recruited in large part by the Trust's Event Organiser. This appeal with Gift Aid raised £34,254. The Trust's PR Consultant formed a close working relationship with John Ingram, from the Daily Express, which ran a number of prominent stories about the Trust, the Memorial and the appeal, leading to readers donating some £10,792 with Gift Aid. The Express appeal attracted donations from a more conservative audience who preferred cheques to digital donations.

The appeal was also generously supported by a former Trustee and officers of the Trust. The net result is reflected in the financial statements and the Trust did not have to call on reserves for its day to day running in 2020. The overall success was influenced by the proactive PR and social media promotion of the Memorial.

The 80th Anniversary Appeal

To mark the 80th anniversary of the start of the Battle of Britain, on 10 July 2020, the Trustees launched a major fund-raising appeal at Memorial Day on 7 July 2019. The target was £250,000 to fund several enhancements at the Memorial Site. With the support of significant donations a set of Royal Air Force gates from the former RAF Biggin Hill, previously gifted to the Trust, were hung in an imposing wall early in the year. The two severely weathered stone propeller blades at the main entrance to the site were replaced in September. In addition, permanent flood lights for the Memorial were installed. Inside the Wing the blackout and acoustic panels in the Geoffrey Page Centre were completed. Thanks to a generous donation from KCC councillors six digital projectors in The Scramble Experience replaced the original vertical projectors to improve projection and reduce running costs. Plans are in hand to produce an additional film for the Experience and a donation from the RAF Historical Society was received. Although not part of the appeal, a new brown sign, directing motorists to turn off at junction 13 for the Memorial, was installed just after the new junction 10A on the M20 by the joint venture contractors, Taylor Woodrow and Vinci, and their suppliers Bouygues at no cost to the Trust.

Thanks to a generous donation by Mr Alastair Kerr, we now have a plan in place to install lighting to the Christopher Foxley-Norris Memorial Wall, the busts of Lord Dowding and Sir Keith Park, William Walker's poem wall and the replica aircraft.

The Stuka Project

In July 1919 a Mr Hex FRSS, a Bavarian artist specialising in creating stainless steel objects, asked the Trustees if they would be interested in displaying his sculpture of a crashed Luftwaffe Ju 87 Stuka at the Memorial for the 80th anniversary year. The sculpture in original size made from stainless steel was on show at Burghley House Sculpture Garden. The Trustees decided that this would demonstrate, in a non-contentious way, that they are serious about looking at the other side of the Battle as agreed at the 2019 Away Day. The sculpture was installed in late February and March in the overflow car park area immediately behind the Hurricane and Spitfire replicas. Initially there were a small number of adverse reactions from the public but overall, the reaction has been positive.

Talks/Facebook Live/You Tube/Webinars

The planned spring series of talks was curtailed due to the first lockdown but not before two well supported events had taken place. As a result of the continuing pandemic the previously arranged Autumn series of talks in the Wing was cancelled. Social distancing rules meant that the Geoffrey Page Centre was utilised so that the shop could continue to operate and then Tier 4 restrictions and the National Lockdown resulted in the site closure.

Thanks to the ingenuity of the Site Manager and the Assistant Manager, together with the Marketing and PR team a series of Facebook Live events were developed to keep the Memorial in the public eye.

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Talks/Facebook Live/You Tube/Webinars (cont.)

Each talk was streamed live on the Trust Facebook page and then transferred to the You Tube Channel as a permanent record for public viewing. The talks related to different aspect of the Memorial site and were well received. Additionally, the, closed, wreath layings on Battle of Britain Day and Remembrance Day were streamed in a similar way.

As the lockdown extended many of the planned talks from the Autumn series were transformed into Webinars and were streamed in early 2021.

Schools Visits and Corporate Bookings

The Geoffrey Page Centre, which is based in the starboard half of The Wing, is designed to be used by schools during the day and by corporate groups in the evenings or at other times when it is not being used by schools. The Trust has prepared a range of educational material that is made available to teachers on request. The revamped Hunting Lodge is now also available for school parties and corporate use.

In 2020, the Trust took 35 bookings from schools of which 21 had to be cancelled due to COVID 19 and with a total of 477 out of 1422 pupils learning about the Battle of Britain and touring The Scramble Experience. In addition, there were 56 corporate event bookings of which 39 had to be cancelled due to COVID 19.

Friends of the Few Association

Following its inauguration in October 2000, the Friends of the Few was formally launched on 1 January 2001. It was formed with the key role of preserving within the national memory the air battles of 1940 and supporting the National Memorial to the Few at Capel-le-Ferne.

Membership subscriptions are spent, after deducting running costs, on maintaining the Memorial and site. The regular newsletters and the annual magazine 1940 are well received by Friends and members of the Battle of Britain Fighter Association (the Few). Events such as the talks at The Wing are designed as an additional attraction for Members, who can now join on-line as well as by responding to a promotional leaflet.

The Crowdfunder appeal attracted 88 new members. At the end of the year the membership stood at 657. The net income balance for the Trust was £16,712.

The Air Cadet Affiliation Scheme

The Air Cadet Affiliation Scheme was launched in August 2009 to encourage young people to take an interest in the Memorial and the Battle of Britain.

Following the agreement of the Commandant, Air Cadets, invitations to become Honorary Friends of the Few were initially sent to Air Training Corps (ATC) Squadrons bearing the numbers of Squadrons involved in the Battle of Britain or based at locations associated with the Battle. To date a significant number of squadrons nationally are affiliated, including the whole of Kent Wing.

There are also nine affiliated (Kent) RAF Sections of the Combined Cadet Force (CCF). Affiliated Air Cadet units receive all the benefits of Friends of the Few and are also invited to take part in the formal parade at the annual Memorial Day.

During 2020, due to the pandemic, Air Cadet activities nationally became 'virtual'. It is anticipated that normal activities will resume some time in 2021.

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

The Wing

Since its opening in 2015, The Wing has received a number of design and building excellence awards from various significant bodies. The complete roll call to date is: Project of the Year and first place in the Commercial, Industrial and Retail category of the Kent Design and Development Awards; Winner of the

Tourism and Leisure category of the RICS Awards South East 2016; Highly Commended in the Small Commercial Building category in the Local Authority Building Control (LABC) Building Excellence Awards 2015; Winner of the Best Small Commercial Building category in the LABC Southern Region Awards; Overall Winner and first place in the Excellence in Planning and Design for the Public Realm

category of the Royal Town Planning Institute (RTPI) South East Awards for Planning Excellence 2015. The Memorial has also done well in other competitions, including winning the Hidden Gem category in the first ever Visit Kent Tourism Awards.

The Christopher Foxley-Norris Memorial Wall

The Christopher Foxley-Norris Memorial Wall has proved to be a major asset to the Memorial and has attracted favourable comments from visitors. There is an ongoing appeal to the Friends of the Few and members of the public to sponsor individual names on the Wall for a minimum donation of £35. Thirty six names were 'sold' as a result of the Crowdfunder and Daily Express publicity.

Memorial maintenance

The excellent grass cutting service provided by Dover District Council was still provided in 2020. This continues to be a most cost-effective way of maintaining the extensive grass areas of the site. The Trustees are grateful to the council for its generous support. Mr Young, a contractor first appointed for 2008, looks after the car park, the Hunting Lodge surrounds, the replica aircraft bases and the weeding of the paved areas of the Memorial. This modest contract does much to increase the well cared-for look of the Memorial, which attracts very favourable comment from visitors.

Memorial Management

Site Manager Major (Ret'd) Julian Gomez runs the Memorial site and Hunting Lodge. He is supported by a full-time assistant manager and four other members of staff, together with an army of some 29 willing volunteers. Weekend staff now augment the staff and volunteers. The staff are always well presented, manage The Wing and the site effectively and go out of their way to make visitors feel welcome.

The Trust receives wonderful support from the Trust's voluntary helpers. The Trustees wish to record their grateful thanks to staff, volunteers and others who willingly donate their services to our cause.

Visitor Numbers

After the 'honeymoon' period following the opening of The Wing in 2015, visitor numbers declined in 2016 to 38,500, to 36,000 in 2017 and to 33,600 in 2018. In 2019 the visitor numbers increased to 34,468 - a modest increase of 2.5%. It is estimated that about 50% of visitors take in The Scramble Experience. Initiatives were launched in 2018 to improve these figures. They are bearing fruit as the decline has been halted and show a modest increase. It should be noted that these figures are estimated from best evidence and do not include out-of-hours visitors to the site, which is permanently open to pedestrians. This year the Pandemic has had a significant effect on visitor numbers. When the Wing was open the numbers were encouraging but with two lockdowns the total number for 2020 was 23,000.

Regular analysis of the visitors' book provides a good idea of the nationality of visitors. Lower visitor numbers in 2018 are thought to have reflected various factors such as an early Easter, no significant Battle of Britain anniversary events and public uncertainty over Brexit. In 2019 visitor numbers increased with the ratio of UK to non-UK visitors remaining at around 80% to 20%. Reports suggest that visitor numbers to other tourist attractions in Kent in 2019 were showing similar trends. Various Kent specific

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Visitor Numbers (cont.)

factors did affect the numbers. Issues with the M20 closures and restrictions in connection with Brexit preparations affected perceptions of the ease of access to the Memorial site.

The marketing and PR consultants worked closely to maximise the numbers visiting when they could and to encourage people to support the charity. In 2020, early observations indicated that visitor numbers were increasing again but early in the year the effects of the pandemic began to be felt as Kent moved through Tier 3 to Tier 4 restriction and then the national lockdown. There were indications during the summer opening that visitors were returning but there were no foreign visitors due to increasing travel restrictions. The latter months of the year saw the Memorial closed again due to the national lockdown. Because of the social distancing measures that were in place when the Memorial was open,

the Visitors' Book was removed and so no data on visitor origin has been possible for most of the year.

The refurbished Hunting Lodge

Hunting Lodge was used for a number of purposes as planned during 2020. Prior to the pandemic restrictions the Trustees held their meetings in the Lodge. It was also hired out for business and other meetings. To support the business use a sink was installed in one of the rooms to facilitate the servicing of the room by site staff.

The Library has been completely catalogued and the catalogue has been computerised thanks to the generosity of the Smarden Historical Group who supplied their bespoke archive programme free of charge.

The system is also being used to record items of interest in an archive using photographic records. Due to the pandemic these activities effectively ceased after March 2020 but are planned to resume in 2021, when permitted.

Hunting Lodge was also used during the short time the site was open in 2020 as a staff rest area to enable the social distancing measures in the Wing to be maintained.

Public Relations

Despite the restrictions imposed by lockdown, public relations efforts continued throughout the year, with the additional challenge around replacing visitor revenue making the year as busy, if not busier, than ever. Public and media interest in the Battle of Britain showed no reduction, as highlighted by the Daily Express coverage of the successful Crowdfunder campaign. The Trust again focused on press and magazine articles, TV and radio opportunities, interviews, advertisements, the website and social media to raise and maintain awareness of the work of the Trust and the achievements of 'The Few'. In 2020 the Trust added a series of webinars and other online events – including live broadcasts from the site – to further raise awareness and provide interesting material for locked down potential visitors. These proved highly successful and acted as a useful curtain-raiser for the recent series of more formal webinars featuring well-known speakers.

One highly successful campaign that continued in 2020 was the creation of specific county-based articles provided for the Archant publishing company's 'Life' series. Well-researched and county-specific articles were produced for a range of magazines as widespread as Hampshire Life, Exeter Life and Norfolk Life, while Surrey Life was provided with a new article featuring a local Battle of Britain airman for each month during 2020.

The website, relaunched in 2016 with an online shop selling a range of exclusive Battle of Britain or Trust-themed items, continues to attract a large number of visitors and online sales have increased steadily. New items are added to the website regularly and linked to social media, with more than 34,000 people now signed up as 'Friends' of the Trust on Facebook. The number of Friends of the Few also continues to rise, helped by a regular marketing mailshot.

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Public Relations (cont.)

The Trust continues to offer a responsive service to local, national and international media, organising several interviews with television and radio stations, often at short notice. Pleasingly, it has become the 'go to' source for regional broadcasters when relevant news stories break.

A newsletter is circulated by email to a growing number of subscribers and an annual printed newsletter is sent to Friends of the Few, along with 1940, which since 2018 is produced by the PR consultant.

Regular press releases and magazine articles were placed in local and specialist newspapers and magazines, often supported by paid advertising in magazines focusing on travel, coach visitors, aviation and history.

The Trust's Twitter presence has increased and Instagram, Linked in and YouTube have also been added to our social media channels.

The Trust has taken part in a number of exhibitions aimed at group travel organisers and is an active member of groups including Visit Kent and the Association of Tourist Attractions in Kent. It takes part in joint campaigns where these can be shown to offer a tangible benefit to the charity.

Partnerships

The Trust works with Kent Ambassadors and the media to promote its activities. It has continued to develop and protect its relationship with local people in the parish of Capel-le-Ferne and enjoyed great local support during the year under review.

Links continue with the team at Headcorn, which is home to Aero Legends, the company which flies passengers in vintage aircraft including Spitfires and regularly overflies the site at Capel-le-Ferne. The Trust also worked with Dover Arts Development on a number of initiatives and continues to work closely with the Kent Battle of Britain Museum at nearby Hawkinge.

Financial Position and Fundraising

At 31 December 2020 the consolidated Trust funds totalled £4,644,820 (2019: £4,672,000), comprising restricted, unrestricted and designated funds of, respectively £57,066, £1,885,229 and £2,702,525 (2019: restricted £1,963, unrestricted £1,766,672 and designated of £2,903,365).

Public Benefit Entity

The Battle of Britain Memorial Trust CIO meets the definition of a public benefit entity under FRS 102 and the Trustees confirm they have had regard to the Charity Commission's guidance on public benefit.

Legacies

The Trust can only survive and carry out its mission into the future with significant donations, such as gifts and legacies, from those who wish it well. It has already received £165,675 (2019: £61,775) in legacies which has allowed it to re-purpose Hunting Lodge and to carry out improved landscaping work. A specific marketing brochure promoting legacies has been produced for distribution.

The total incoming resources totalled £570,055 (2019: £553,558).

Reserves

The Trust's total reserves at 31 December 2020 stood at £1,885,229 this figure is arrived at after removing the The Learning Centre Fund of £2,702,525, which relates to the land and buildings used to carry out the Trust's activities, and the Restricted Fund of £57,066.

The Battle of Britain Memorial Trust CIO

Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Reserves (cont.)

The Trustees continue to monitor the level of reserves required and this is especially relevant at this time. To that end, the Finance and General Purpose Committee of the Trust meet regularly and consider the level of reserves. At present, a policy of six months expenditure is considered relevant before any realisation of other investments may be required. As indicated, should the need arise, investments will be realised to ensure sufficient funding is available to meet the reserves level for the upcoming period. This policy is currently above that which Trustees feel is prudent at the current time to meet unforeseen maintenance and capital costs. We have been through a financially difficult period and will continue to do so into 2021. The F+GP Committee regularly monitor the financial position of the Trust and are mindful that the need to liquidate reserves may occur, and have the willingness to do so at the appropriate time.

The Trust continues with the twin aims of building up a fund to provide sufficient income for all normal maintenance of the Memorial and site and raising funds for future enhancements.

Battle of Britain Memorial Limited took over the trading element of the Trust with effect from 1 January 2014.

Investments

The Trustees employ Investec Wealth & Investment as brokers and advisors for the investment portfolio. The portfolio is managed with the objective of providing income towards the running costs of the Memorial. Security of capital is of prime importance and so the portfolio is invested primarily in fixed interest securities, both bonds and preference shares. The balance is invested in a small number of mostly higher-yielding equities and Investec has a discretionary mandate to manage these and the remainder of the portfolio while bearing in mind a moderate level of risk. In addition, the Trust has over £500,000 invested in the Armed Forces Common Investment Fund managed by BlackRock.

Risk

The Trustees have examined the major strategic, business and operational risks involved in the Trust's activities and are satisfied that appropriate reports and information have been produced to allow them to run the Trust's operations satisfactorily.

The trust runs a perpetual risk assessment, including evaluating the risks regarding the property, which are addressed with adequate insurance and annual health and safety audits. The charity is also very aware of the possibility of lack of public interest in the Battle of Britain and is actively continuing to investigate ways in which this can be brought to the continued attention of all through continued marketing expenditure and other public relations and media activities.

Post Balance Sheet Events

The Wing was closed in 2020 as follows:

1. March closure 21st March 2020
2. July re-open 17th July 2020
3. November Closure 3rd November (4-week lockdown then moving in Tier 4 and then national lockdown 3).

The site closure period continued into 2021 due to Government guidance and respective restrictions imposed. The first date of reopening the site was 19th May 2021 with opening times temporarily restricted to five days (Wednesday to Sunday). The Trustees hold a view to re-open 7 days a week from 21st June 2021 subject to the UK's Government Restrictions being eased in line with their official Roadmap. It appears likely this will happen.

The Furlough scheme was operated with staff working on a part-time basis to match footfall and receipts until the scheme ends in 2021. Government support grants were applied for in late 2020 and in the new

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Trustees' Annual Report *(continued)*

Year ended 31 December 2020

Post Balance Sheet Events (cont.)

year (2021) and we received £72K in support grants and £18K as a restart grant but these were received in early 2021.

All long-term fundraising events have been postponed this year until there is a certainty that social distancing rules are completely relaxed. The decision has been taken to hold the annual Memorial Day as a closed event in 2021 in order to save £20k.

Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with 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).

The law applicable to charities in England and Wales 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 income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable 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 business.

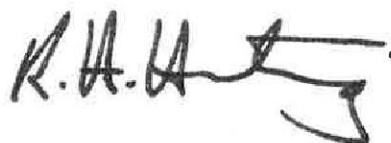
The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed/constitution. 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 charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report was approved on 10/06/2021 and signed on behalf of the board of trustees by:



Group Captain Patrick Tootal OBE DL
Hon Secretary & Trustee



Mr R H Hunting CBE
Trustee

The Battle of Britain Memorial Trust CIO

Independent Auditor's Report to the Members of The Battle of Britain Memorial Trust CIO (continued)

Year ended 31 December 2020

Opinion

We have audited the financial statements of The Battle of Britain Memorial Trust CIO (the 'charity') for the year ended 31 December 2020 which comprise the statement of financial activities, statement of financial position, statement of cash flows 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 charity's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there

The Battle of Britain Memorial Trust CIO

Independent Auditor's Report to the Members of The Battle of Britain Memorial Trust CIO *(continued)*

Year ended 31 December 2020

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered; the nature of the industry, control environment and business performance with particular reference to the Company's remuneration policies, key drivers for directors' remuneration, bonus levels and performance targets.

We also consider the results of our enquiries of management and the Audit Committee, relating to their own identification and assessment of the risks of irregularities and possible related fraud. This includes reviewing available documentation on their policies and procedures and performing tests of controls to evidence their effectiveness.

Throughout the audit testing we are considering the incentives that may exist within the organisation for fraud. Key areas include timing of recognising income around the year end, posting of unusual

The Battle of Britain Memorial Trust CIO

Independent Auditor's Report to the Members of The Battle of Britain Memorial Trust CIO *(continued)*

Year ended 31 December 2020

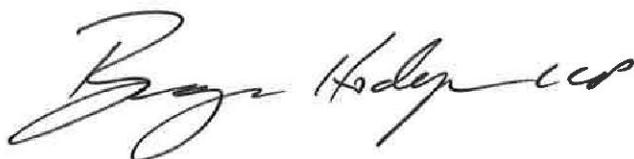
journals and manipulating the Company's performance measures to meet remuneration targets and bank covenants. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We ensure we have an understanding of the relevant laws and regulations and remain alert to possible non-compliance throughout the audit.

Despite proper planning and audit work in accordance with auditing standards there are inherent limitations and unavoidable risk that we may not detect some irregularities and material misstatements in the financial statements. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Burgess Hodgson LLP
(Chartered Accountants & Statutory Auditor)
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Date: 06/07/2021

The Battle of Britain Memorial Trust CIO

Consolidated Statement of Financial Activities

Year ended 31 December 2020

		Unrestricted funds £	2020 Restricted funds £	Total funds £	2019 Total funds £
	Note				
Income and endowments					
Donations and legacies	4	318,209	61,000	379,209	125,876
Other trading activities	5	155,607	—	155,607	374,582
Investment income	6	35,041	—	35,041	52,836
Other income	7	198	—	198	264
Total income		<u>509,055</u>	<u>61,000</u>	<u>570,055</u>	<u>553,558</u>
Expenditure					
Expenditure on raising funds: Costs of other trading activities	8	61,393	—	61,393	124,151
Expenditure on charitable activities	9,10	604,201	5,897	610,098	753,515
Other expenditure	12	—	—	—	246
Total expenditure		<u>665,594</u>	<u>5,897</u>	<u>671,491</u>	<u>877,912</u>
Net gains/(losses) on investments	13	74,256	—	74,256	(24,681)
Net income/(expenditure) and net movement in funds		<u>(82,283)</u>	<u>55,103</u>	<u>(27,180)</u>	<u>(349,035)</u>
Reconciliation of funds					
Total funds brought forward		4,670,037	1,963	4,672,000	5,021,035
Total funds carried forward		<u>4,587,754</u>	<u>57,066</u>	<u>4,644,820</u>	<u>4,672,000</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 19 to 30 form part of these financial statements.

The Battle of Britain Memorial Trust CIO

Consolidated Statement of Financial Position

31 December 2020

Group	Note	2020 £	2019 £
Fixed assets			
Intangible assets	18	21,000	21,000
Tangible fixed assets	19	3,496,656	3,641,205
Fixed asset investments	20	1,320,250	1,270,653
		<u>4,837,906</u>	<u>4,932,858</u>
Current assets			
Stock		84,123	93,903
Debtors	21	44,203	39,251
Cash at bank and in hand		148,802	93,374
		<u>277,128</u>	<u>226,528</u>
Creditors: amounts falling due within one year	22	71,305	95,140
Net current assets		<u>205,823</u>	<u>131,388</u>
Total assets less current liabilities		5,043,729	5,064,246
Creditors: amounts falling due after more than one year	23	398,909	392,246
Net assets		<u>4,644,820</u>	<u>4,672,000</u>
Funds of the charity			
Restricted funds		57,066	1,963
Unrestricted funds		4,587,754	4,670,037
Total charity funds	25	<u>4,644,820</u>	<u>4,672,000</u>

These financial statements were approved by the board of trustees and authorised for issue on 10/06/2021, and are signed on behalf of the board by:



Group Captain Patrick Tootal OBE DL
Hon Secretary & Trustee

Mr R H Hunting CBE
Trustee



The notes on pages 19 to 30 form part of these financial statements.

The Battle of Britain Memorial Trust CIO

Consolidated Statement of Financial Position

31 December 2020

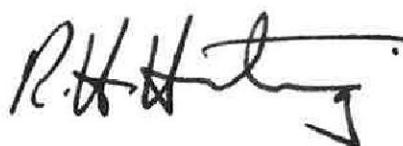
Statement of Financial Position

Charity	Note	2020 £	2019 £
Fixed assets			
Intangible assets	18	21,000	21,000
Tangible fixed assets	19	3,496,101	3,640,465
Fixed asset investments	20	1,320,250	1,270,653
		<u>4,837,351</u>	<u>4,932,118</u>
Current assets			
Debtors	21	258,802	196,678
Cash at bank and in hand		<u>144,419</u>	<u>84,396</u>
		403,221	281,074
Creditors: amounts falling due within one year	22	<u>68,365</u>	<u>90,821</u>
Net current assets		334,856	190,253
Total assets less current liabilities		5,172,207	5,122,371
Creditors: amounts falling due after more than one year	23	<u>398,909</u>	<u>392,246</u>
Net assets		<u>4,773,298</u>	<u>4,730,125</u>
Funds of the charity			
Restricted funds		57,066	1,963
Unrestricted funds		<u>4,716,232</u>	<u>4,728,162</u>
Total charity funds	25	<u>4,773,298</u>	<u>4,730,125</u>

These financial statements were approved by the board of trustees and authorised for issue on 10/06/2021, and are signed on behalf of the board by:



Group Captain Patrick Tootal OBE DL
Hon Secretary & Trustee



Mr R H Hunting CBE
Trustee

The Charity's Statement of Financial Activities for the year showed a gain of £43,173 (2019 – deficit of £303,067)

The notes on pages 19 to 30 form part of these financial statements.

The Battle of Britain Memorial Trust CIO

Consolidated Statement of Cash Flows

Year ended 31 December 2020

	2020 £	2019 £
Cash flows from operating activities		
Net income/(expenditure)	(27,180)	(349,035)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	215,000	211,377
Net gains/(losses) on investments	(49,596)	24,681
Dividends, interest and rents from investments	(31,932)	(45,169)
Other interest receivable and similar income	(3,109)	(7,667)
Interest payable and similar charges	15,026	17,963
Loss on disposal of tangible fixed assets	—	246
Accrued expenses	3,045	7,654
<i>Changes in:</i>		
Stock	9,780	28,536
Trade and other debtors	8,566	(53,611)
Trade and other creditors	(29,399)	23,135
Cash generated from operations	110,201	(141,890)
Interest paid	(15,026)	(17,963)
Interest received	3,109	7,667
Net cash from/(used in) operating activities	<u>98,284</u>	<u>(152,186)</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	31,932	45,169
Purchase of tangible assets	(70,451)	(22,005)
Proceeds from sale of tangible assets	—	58,509
Purchases of other investments	—	—
Proceeds from sale of other investments	—	112,489
Net cash from investing activities	<u>(38,519)</u>	<u>194,162</u>
Cash flows from financing activities		
Proceeds from borrowings	(4,337)	(19,870)
Net cash used in financing activities	<u>(4,337)</u>	<u>(19,870)</u>
Net increase in cash and cash equivalents	55,428	22,106
Cash and cash equivalents at beginning of year	93,374	71,268
Cash and cash equivalents at end of year	<u>148,802</u>	<u>93,374</u>

The notes on pages 19 to 30 form part of these financial statements.

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements

Year ended 31 December 2020

1. General information

The charity is a public benefit entity and a registered charity in England and Wales and is unincorporated. The address of the principal office is PO Box 337, West Malling, Kent, ME6 9AA.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Public benefit entity

The Battle of Britain Memorial Trust CIO meets the definition of a public benefit entity under FRS 102.

Going concern

There are no material uncertainties about the charity's ability to continue.

Consolidation

The charity controls a trading subsidiary, The Battle of Britain Memorial Limited (company number 08638616). The address of the registered office of the company is Henwood House, Henwood, Ashford, Kent, TN24 8DH.

These financial statements consolidate the results of the CIO and its wholly owned subsidiary company The Battle of Britain Memorial Limited on a line by line basis.

Uniform accounting policies are adopted across the Group and inter company transactions are eliminated on consolidation.

A separate Statement of Financial Activities for the Charity itself is not presented.

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.

Key Sources of estimation uncertainty

The depreciation rates charged to the Statement of Financial Activities by the charity in respect of the tangible fixed assets are set out in the accounting policies note. These are formulated based on past experience and expected performance and are regularly reviewed to ensure they remain appropriate.

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

Intangible assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses. Any intangible assets carried at revalued amounts, are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and subsequent accumulated impairment losses. Intangible assets acquired as part of a business combination are recorded at the fair value at the acquisition date.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% straight line
Hurricane and Spitfire	-	5% straight line
Furniture, fittings and equipment	-	25% reducing balance
Security, site and office equipment	-	25% reducing balance
Memorial wall	-	2% straight line

Government grants

Government grants are recognised using the accrual model and the performance model. Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the profit and loss account in other administrative expenses.

Loans and borrowings are initially recognised at transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

4. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations	130,865	—	130,865
Collection Boxes	7,840	—	7,840
Legacies			
Legacies	155,675	10,000	165,675
Grants			
Government grants	23,829	51,000	74,829
	<u>318,209</u>	<u>61,000</u>	<u>379,209</u>

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

4. Donations and legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Donations			
Donations	46,614	—	46,614
Collection Boxes	17,487	—	17,487
Legacies			
Legacies	61,775	—	61,775
Grants			
Government Grants	—	—	—
	<u>125,876</u>	<u>—</u>	<u>125,876</u>

5. Other trading activities

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Functions	18,357	18,357	88,730	88,730
Friends of the Few Association	18,301	18,301	16,404	16,404
Raffle Tickets	—	—	610	610
Shop income	94,390	94,390	203,839	203,839
The Scramble Experience	17,964	17,964	49,456	49,456
Car park	6,595	6,595	15,543	15,543
	<u>155,607</u>	<u>155,607</u>	<u>374,582</u>	<u>374,582</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Income from listed investments	31,932	31,932	45,169	45,169
Bank interest receivable	3,109	3,109	7,667	7,667
	<u>35,041</u>	<u>35,041</u>	<u>52,836</u>	<u>52,836</u>

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

7. Other income

	Unrestricted Funds	Total Funds 2020	Unrestricted Funds	Total Funds 2019
	£	£	£	£
Royalties and license fees	198	198	155	155
Other income	—	—	109	109
	<u>198</u>	<u>198</u>	<u>264</u>	<u>264</u>

8. Costs of other trading activities

	Unrestricted Funds	Total Funds 2020	Unrestricted Funds	Total Funds 2019
	£	£	£	£
Shop costs - purchases	61,393	61,393	124,151	124,151
	<u>61,393</u>	<u>61,393</u>	<u>124,151</u>	<u>124,151</u>

9. Expenditure on charitable activities by fund type

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Unrestricted Funds	Total Funds 2019
	£	£	£	£	£
Heritage and Education	509,206	5,897	515,103	640,242	640,242
Support costs	94,995	—	94,995	113,273	113,273
	<u>604,201</u>	<u>5,897</u>	<u>610,098</u>	<u>753,515</u>	<u>753,515</u>

10. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	Total funds 2020	Total fund 2019
	£	£	£	£
Heritage and Education	515,103	93,420	608,523	752,015
Governance costs	—	1,575	1,575	1,500
	<u>515,103</u>	<u>94,995</u>	<u>610,098</u>	<u>753,515</u>

11. Analysis of support costs

	Total 2020 £	Total 2019 £
General office	52,313	47,003
Governance costs	1,575	1,500
Other motor/travel costs	4,190	10,995
Legal and professional	5,721	14,446
Bookkeeping costs	11,346	14,359
Interest and other bank charges	19,850	24,970
	<u>94,995</u>	<u>113,273</u>

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

12. Other expenditure

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Loss on disposal of tangible fixed assets held for charity's own use	<u>—</u>	<u>—</u>	<u>246</u>	<u>246</u>

13. Net gains/(losses) on investments

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Gains/(losses) on listed investments	<u>74,256</u>	<u>74,256</u>	<u>(24,681)</u>	<u>(24,681)</u>

14. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2020 £	2019 £
Depreciation of tangible fixed assets	215,000	211,377
Loss on disposal of tangible fixed assets	—	246
Interest payable on bank loans	<u>11,201</u>	<u>13,424</u>

15. Auditors' remuneration

	2020 £	2019 £
Fees payable for the audit of the financial statements	<u>1,575</u>	<u>1,500</u>

Accountancy services costs totalling £1,575 (2019: £1,500) were paid to Burgess Hodgson LLP, the auditor of the Charity.

Accountancy services costs totalling £1,000 (2019: £1,000) were paid to Burgess Hodgson LLP, the auditor of the Charity, by The Battle of Britain Memorial Limited, a subsidiary of the Charity.

16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2020 £	2019 £
Wages and salaries	153,927	148,351
Social security costs	6,782	8,669
Employer contributions to pension plans	<u>2,237</u>	<u>1,975</u>
	<u>162,946</u>	<u>158,995</u>

The average head count of employees during the year was 9 (2019: 8). No employee received employee benefits of more than £60,000 during the year (2019: Nil).

17. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees. Expenses totalling £7,875 (2019: £13,500) were paid to a Trustee during the year, further information can be found in Note 27 for related party transactions.

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements (continued)

Year ended 31 December 2020

18. Intangible assets

<u>Group and Charity</u>	<u>Trademarks</u> £
Cost	
At 1 January 2020 and 31 December 2020	21,000
Amortisation	
At 1 January 2020 and 31 December 2020	—
Carrying amount	
At 31 December 2020	21,000
At 31 December 2019	21,000

19. Tangible fixed assets

<u>Group</u>	Land and buildings £	Hurricane and Spitfire £	Furniture, fittings and equipment £	Security, site and office equipment £	Memorial wall £	Total £
Cost						
At 1 Jan 2020	4,413,407	49,772	31,872	116,752	146,111	4,757,914
Additions	57,033	—	8,339	5,079	—	70,451
At 31 Dec 2020	4,470,440	49,772	40,211	121,831	146,111	4,828,365
Depreciation						
At 1 Jan 2020	946,082	41,252	12,558	89,392	27,425	1,116,709
Charge for the year	200,840	2,489	2,623	7,475	1,573	215,000
At 31 Dec 2020	1,146,922	43,741	15,181	96,867	28,998	1,331,709
Carrying amount						
At 31 Dec 2020	3,323,518	6,031	25,030	24,964	117,113	3,496,656
At 31 Dec 2019	3,467,325	8,520	19,314	27,360	118,686	3,641,205

<u>Charity</u>	Land and buildings £	Hurricane and Spitfire £	Furniture, fittings and equipment £	Security, site and office equipment £	Memorial wall £	Total £
Cost						
At 1 Jan 2020	4,413,407	49,772	31,007	116,302	146,111	4,756,599
Additions	57,033	—	8,339	5,079	—	70,451
At 31 Dec 2020	4,470,440	49,772	39,346	121,381	146,111	4,827,050
Depreciation						
At 1 Jan 2020	946,082	41,252	12,152	89,223	27,425	1,116,134
Charge for the year	200,840	2,489	2,508	7,405	1,573	214,815
At 31 Dec 2020	1,146,922	43,741	14,660	96,628	28,998	1,330,949
Carrying amount						
At 31 Dec 2020	3,323,518	6,031	24,686	24,753	117,113	3,496,101
At 31 Dec 2019	3,467,325	8,520	18,855	27,079	118,686	3,640,465

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

20. Fixed asset investments

	Listed investments £
<u>Group and Charity</u>	
Cost or valuation	
At 1 January 2020	1,270,653
Additions	176,553
Disposals	(163,133)
Fair value movements	36,177
At 31 December 2020	<u>1,320,250</u>
Impairment	
At 1 January 2020 and 31 December 2020	
Carrying amount	
At 31 December 2020	<u>1,320,250</u>
At 31 December 2019	<u>1,270,653</u>

All investments shown above are held at valuation.

Concentration of investments

The following investments amounted to more than 5% of the total asset investments of the CIO.

	2020 £	2020 %	2019 £	2019 %
Hunting Ord 25p	54,537	4.1%	102,312	8.1%
Goldman Sachs AM Stirling Liquid Reserves	92,017	7.0%	132,017	10.4%
BlackRock Armed Forces Charities Growth & Income Fund	591,262	44.8%	564,116	44.4%

Listed investments

The fair value of the listed investments at the 31 December 2020 was £1,320,250 (2019: £1,270,653).

The investments held are all readily marketable and have been valued by reference to the mid-market price provided by the fund managers.

21. Debtors

	2020 £	2019 £
<u>Group</u>		
Trade debtors	175	534
Prepayments and accrued income	20,715	9,616
Other debtors	23,313	29,101
	<u>44,203</u>	<u>39,251</u>

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

21. Debtors (cont.)

	2020	2019
	£	£
Charity		
Trade debtors	45,590	14,053
Amounts owed by group undertakings	172,448	144,837
Prepayments and accrued income	20,715	9,616
Other debtors	20,049	28,172
	<u>258,802</u>	<u>196,678</u>

22. Creditors: amounts falling due within one year

Group	2020	2019
	£	£
Bank loans and overdrafts	23,000	34,000
Trade creditors	20,159	24,987
Accruals and deferred income	23,046	20,001
Social security and other taxes	3,540	3,598
Other creditors	1,560	12,554
	<u>71,305</u>	<u>95,140</u>

Charity	2020	2019
	£	£
Bank loans and overdrafts	23,000	34,000
Trade creditors	18,749	22,868
Accruals and deferred income	21,516	17,801
Social security and other taxes	3,540	14,913
Other creditors	1,560	1,239
	<u>68,365</u>	<u>90,821</u>

23. Creditors: amounts falling due after more than one year

Group and Charity	2020	2019
	£	£
Bank loans and overdrafts	<u>398,909</u>	<u>392,246</u>

Initial loan of £500,000 with monthly instalments based on a repayment term of 19 years. There is a 60 month commitment period, interest for the 60 month period is at base + 2.33%.

The lender maintains a fixed charge over The Wing, Battle of Britain Memorial, New Dover Road, Capel Le Ferne, Folkestone, Kent CT18 7JJ as security for the loan balance.

Included within Bank loans and overdrafts is £262,909 (2019: £256,246) in respect of liabilities repayable by instalments which fall due for payment in more than 5 years from the reporting date.

The Battle of Britain Memorial Trust CIO

Notes to the Financial Statements (continued)

Year ended 31 December 2020

24. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,237 (2019: £1,975).

25. Analysis of charitable funds

Unrestricted funds

	At 1 January 2020	Income	Expenditure	Gains and losses	At 31 December 2020
<u>Group</u>	£	£	£	£	£
General funds	1,562,366	509,055	(460,692)	74,256	1,684,985
Visitor's Centre Fund	2,903,365	—	(200,840)	—	2,702,525
Friends of The Few Association	107,748	—	—	—	107,748
Hurricane Fund	38,559	—	(2,489)	—	36,070
Memorial Wall Fund	57,999	—	(1,573)	—	56,426
Total unrestricted funds	4,670,037	509,055	(665,594)	74,256	4,587,754

	At 1 January 2020	Income	Expenditure	Gains and losses	At 31 December 2020
<u>Charity</u>	£	£	£	£	£
General funds	1,620,491	489,572	(370,856)	74,256	1,813,463
Visitor's Centre Fund	2,903,365	—	(200,840)	—	2,702,525
Friends of The Few Association	107,748	—	—	—	107,748
Hurricane Fund	38,559	—	(2,489)	—	36,070
Memorial Wall Fund	57,999	—	(1,573)	—	56,426
Total unrestricted funds	4,728,162	489,572	(575,758)	74,256	4,716,232

Restricted funds

	At 1 January 2020	Income	Expenditure	Gains and losses	At 31 December 2020
<u>Group and Charity</u>	£	£	£	£	£
Biggin Hill	1,963	—	—	—	1,963
The Wing Roof	—	51,000	(5,666)	—	45,334
The Wing Lights	—	10,000	(231)	—	9,769
Total general funds	1,963	61,000	(5,897)	—	57,066

The Battle of Britain Memorial Trust CIO
Notes to the Detailed Statement of Financial Activities
Year ended 31 December 2020

26. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
<u>Group</u>	£	£	£	£
Intangible assets	21,000	—	21,000	21,000
Tangible fixed assets	3,451,722	44,934	3,496,656	3,641,205
Investments	1,320,250	—	1,320,250	1,270,653
Current assets	264,996	12,132	277,128	226,528
Creditors less than 1 year	(71,305)	—	(71,305)	(95,140)
Creditors greater than 1 year	(398,909)	—	(398,909)	(392,246)
Net assets	4,587,754	57,066	4,644,820	4,672,000

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
<u>Charity</u>	£	£	£	£
Intangible assets	21,000	—	21,000	21,000
Tangible fixed assets	3,451,167	44,934	3,496,101	3,640,465
Investments	1,320,250	—	1,320,250	1,270,653
Current assets	391,088	12,132	403,220	281,074
Creditors less than 1 year	(68,365)	—	(68,365)	(90,821)
Creditors greater than 1 year	(398,909)	—	(398,909)	(392,246)
Net assets	4,716,231	57,066	4,773,297	4,730,125

27. Related parties

Bookkeeping costs totalling £11,346 (2019: £14,359) were paid to Magee Gammon LLP. One of the members of the firm was a trustee of the CIO during the year.

Wages of £32,724 (2019: £31,771) were paid to the spouse of one of the Trustees.

Rent for the use of an office of £7,875 (2019: £13,500) was paid to one of the Trustees. The prior year figure included charges at £4,500 for 3 years since 2017.