

National Memorial Arboretum Company Limited

Company Registration No. 02927443

Registered Charity No. 1043992

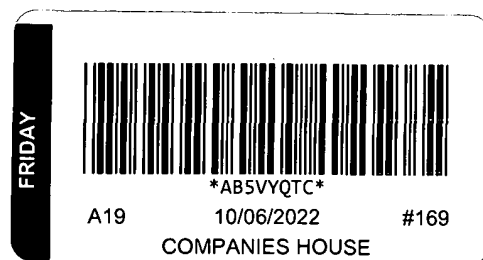


National Memorial Arboretum Company Limited  
Annual Report and Financial Statements

Year ended 30 September 2021



A member of The Royal British Legion family of charities



# National Memorial Arboretum Company Limited

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**National Memorial Arboretum Company Limited**  
**Registered Company number 02927443**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**TRUSTEES AND OFFICERS**

David Whimpenny – Chairman  
Andrew Farquhar  
Jason Coward  
Gary Ryan  
Kate Logan  
Lynda Atkins

**COMPANY SECRETARY**

Mr Luke Joannou

**PRINCIPAL OFFICERS – Key Management Personnel**

Mrs Philippa Rawlinson	Managing Director
Mrs Lorna Price	Head of Finance
Mrs Sarah Oakden	Head of Marketing & Business Development (until 16th October 2020)
Mrs Maria Howes	Head of Marketing & Business Development (from 26th April 2021)
Mr Mark Ellis	Head of Visitor Experience (until 12 <sup>th</sup> September 2021)
	Interim Lead (from 12 <sup>th</sup> September 2021)
Mrs Angela Ham	Head of Business Support Services
Mr Andy Ansell	Head of Estates
Mr Chris Ansell	Head of Participation and Learning

**BANKERS**

Lloyds Commercial	HSBC Bank PLC
Public and Community Sector	49 Market Street
3 <sup>rd</sup> Floor, Gresham Street	Lichfield
London	Staffordshire
EC2V 8EH	WS13 6LB

**AUDITOR**

Deloitte LLP  
Hill House  
1 Little New Street  
London  
EC4A 3TR

**REGISTERED & PRINCIPAL OFFICE**

Croxall Road  
Alrewas  
Staffordshire  
DE13 7AR

**Charity Registration Number:** 1043992

**Company Registration Number:** 02927443

## **TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)**

The Trustees, who are also Directors of the charitable company, present their annual report, which incorporates a strategic report, and audited financial statements for the year ended 30 September 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The reference and administrative details on page 1 form part of this report.

### **STRATEGIC REPORT**

#### **OBJECTIVES AND ACTIVITIES**

The National Memorial Arboretum Company Limited (Arboretum) is a member of the Royal British Legion family of charities, which is the UK's national custodian of Remembrance; supporting and delivering nationwide events through its network of branches, members and volunteers and locally in communities across the country. The Arboretum is the United Kingdom's year-round centre for Remembrance in the heart of our country; a spiritually uplifting place which honours those who have fallen in the service of their country, recognising their service, suffering and sacrifice. The Arboretum's award winning Remembrance Centre has now been open for 5 years and through its accompanying programme of activity partially funded by the Heritage Lottery Fund has been successful in widening the Arboretum's reach to new audiences and engaging them with Remembrance. In the last twelve months the Arboretum's strategic approach has built on the many achievements to date and the refreshed vision developed in 2020;

'To be the nation's year-round place to Remember; an inspirational world-class setting freely open to all.'

This is central to the charitable group's core charitable objective of championing Remembrance, and promoting its observance and participation. Also, as a year-round space to celebrate lives lived and commemorate lives lost, we will ensure the baton of remembrance is passed on to future generations.

The Arboretum's specific charitable objectives are to:

- promote an appreciation by the public of the role of the armed forces of the Crown by providing and maintaining the Arboretum as a public memorial to commemorate and remember those who have lost their lives or suffered injury, or put themselves at risk of loss of life or injury, in service of the public;
- relieve the distress and suffering of those who are bereaved; and
- educate the public and personnel of the armed forces of the Crown in citizenship, military history, the effects of armed conflict, conflict resolution and reconciliation.

2021 has been a challenging year due to the ongoing impact of the Covid-19 pandemic. However, whatever the operational challenges this has brought the underlying key strategic priorities remain the same and are:

- Developing an inspirational living landscape that embraces our environment to create new Remembrance spaces and reasons to visit throughout the seasons;

- Developing an inspirational programme which responds to visitor needs and drives visitation of target audiences and maximises the value and potential of the site;
- Living our shared values to attract and develop great people;
- Collaborating with key internal and external partners to achieve win-win outcomes; and
- Nurturing a culture that uses all of our 'resources' efficiently and effectively whilst minimising our impact on the environment.

## **ACHIEVEMENTS AND PERFORMANCE**

2021 marked the 20<sup>th</sup> Anniversary of the official opening of the Arboretum and the Centenary of its parent charity The Royal British Legion. This was marked by a holistic programme of onsite, digital and public relations activity, celebrating the Arboretum's history, thanking those who have contributed to its success and outlining the vision for the future. This was all delivered against a challenging environment due to the ongoing impact of the covid pandemic. While unlike 2020 the site has been able to remain open throughout the financial year, it has been subject to capacity and operating constraints of varying severity due to social distancing and other mandatory covid requirements. As experience has been gained and restrictions lifted, it has been possible to extend the range of service provision for visitors. Consequently, performance while lower than historically achieved, has significantly exceeded initial expectations.

### **Visitors:**

During the year, the Arboretum received 222,170 visitors (2020: 181,503), a 22% increase compared to 2020. While this is a marked improvement over 2020, it is still considerably lower than would be achieved in a normal year (2019: 342,186). However there have been some notable successes:

- The 20<sup>th</sup> Anniversary commemoration outlined above.
- The restoration of visitor confidence during August and September meant the site operated at pre-covid capacity generating very welcome additional income.
- The significantly higher volumes of first time and young family visitors attracted during the height of the pandemic in 2020 have been supplemented by the return of our more traditional 'older' audience following the successful vaccine roll-out.
- The Ride to the Wall fundraising event and our core Remembrance tide programme were successfully streamed over the internet.
- A sold out Illuminated Arboretum run during December.
- It was possible to resume mass participation events such as Armed Forces Day, from June 2021.
- We have continued to undertake post visit audience research. Visitors from over forty Association of Leading Visitor Attractions members are emailed a post-visit online survey that focuses on the safety measures put in place for coronavirus. This enables us to benchmark the perception of our visitors against a high-quality peer group; the Arboretum's results have continually over-index against our peers with several areas being 'best in class' reflecting how safe visitors felt and how much this enabled them to enjoy their visit.

**National Memorial Arboretum Company Limited**  
**Registered Company number 02927443**  
**TRUSTEES' REPORT (continued)**

**The Arboretum site:**

During the year steps have been taken to maximise the benefits available from the various support schemes to mitigate the impact of Covid, including use of the furlough scheme and 2 successful applications to the National Lottery heritage fund under the culture recovery fund which have generated grants of £296,000 and £132,000 respectively towards fixed operating costs such as grounds maintenance and facilities management costs. The £132,000 grant was supplemented by an additional £396,000 to replenish free reserves depleted during the pandemic.

It has also been necessary to continue to transform business operations, to improve efficiency, reflect the new working environment and take steps to reduce costs where possible. This has resulted in the restructure of some departments, resulting in the loss of 5 posts which were no longer required. However, in the main these have been replaced with new roles with a different skill set and customer centric focus which will improve service delivery going forwards.

The decision to bring the main grounds contract in-house in the Summer of 2020 has also proven to be very successful with improvements in both the control and quality of the grounds works undertaken during the year.

**Landscape:**

One of the key objectives of the Arboretum is to provide a public memorial to commemorate and remember those who have lost their lives or suffered injury in service to the public. During the year, while the Arboretum hosted significantly less Remembrance services and commemorations than would normally be the case, this has not reduced the appetite for new memorials and demand continues to increase. The Arboretum plans to develop a memorial woodland for all those that have lost their lives in service during the pandemic. Working with our partners the National Forest and our landowner Tarmac the first steps to delivering this have been taken by signing a supplementary lease for an additional 25 acres of land for development.

Going forward, the Arboretum will also need to open up areas of the site which are currently either under-utilised or inaccessible and with its landowner Tarmac has developed plans for a new permanent car park to replace the overflow car park which is subject to quarrying from 2023 at limited cost to the Arboretum. This coupled with Tarmac's aspirations for future development of land adjacent to the site will in time improve both the visitor journey and facilitate engagement with the site and Remembrance by the local community.

**Programmes:**

The 'Landscapes of Life' permanent interpretation exhibition remains an important component in the fulfilment of the Arboretum's charitable objectives of learning, by helping visitors to engage with Remembrance and since May 2019 has been free to enter. However, for the majority of the year it has had to remain closed due to covid restrictions. This has been overcome by hosting a number of temporary exhibitions which have engaged audiences with remembrance, with a focus on outdoor delivery. This included the installation of a new outdoor escape challenge which appealed to the growing family audience engaging them with memorials across the site as they tackled Covid-19 secure challenges.

During the period we have continued to mark significant Remembrance events, including when we were unable to carry out our usual activity on site, and shared the services via a variety of digital and broadcast media; this has again extended our audience reach and given international engagement in what would have previously been site-based events.

**National Memorial Arboretum Company Limited**  
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**TRUSTEES' REPORT (continued)**

**Sustainability:**

The Arboretum remains committed to growing its self-generated income sources as much as possible to reduce the reliance on its parent charity for funding

The main annual fundraising event of the year In October, "Ride to the Wall", proved to be very successful even though it was only able to take place in virtual form, generating £115,000 (2020: £150,000) thanks to the high volumes of pre-registrations for the event and bespoke merchandise sales.

Despite very uncertain times, business as usual fundraising has held up reasonably well, and the addition of a prompt to donate on the online booking system has continued to be extremely successful generating over £125,000 (2020: £61,000) of income during the year. This has been supplemented by the development of some new donation boxes positioned at key points around the Remembrance Centre, which have also resulted in higher levels of giving than seen historically.

The Arboretum is also custodian to 180 acres of green space and is committed to acting sustainably, having a positive impact on our environment and its ecology, and being an advocate for sustainable practices. We have already undertaking work to limit our negative impact on the environment via recycling and using locally sourced products and materials where possible, but there is more we can do. Over the next five years we will continue to embed ethical and sustainable practices into our daily operations.

**FINANCIAL REVIEW**

Income for the year was £4.0 million (2020: £3.9 million); The Arboretum is a free to enter site; its main sources of income are voluntary donations, grant funding and profits from its trading subsidiary NMA Enterprises Limited. The £0.1 million increase in income over the previous year mainly relates to higher income as a result of increased visitor volumes. This coupled with Grants from the National Lottery heritage fund (under the Culture Recovery scheme) and other covid assistance grants including furlough income and local government grants, have resulted in a year on year decrease in the core Remembrance grant required from its parent charity The Royal British Legion to £1,450,000 (2020: £1,800,000).

In addition, to the above, Grant in Aid funding from the Ministry of Defence was received for the ongoing maintenance of the Armed Forces Memorial.

During the year, the Arboretum also received gifts in kind of £17,000 relating to mobility scooters, and grounds equipment/materials.

Expenditure was £3.7 million (2020: £3.8 million), a year on year decrease of £0.1 million. This is mainly due to lower costs of raising funds which reduced by £155,000. The 2020 figures reflected one-off costs relating to investment in a new state of the art website, (2021: £462,000, 2020: £617,000). As the Arboretum is a visitor attraction, it is very much dependent on footfall on site, and the new website has been critical to achieving improved visitor volume performance during the year. Expenditure on Charitable Activities is broadly similar to 2020 at £3.2 million (2020: £3.2 million).

This resulted in a net increase in funds of £341,000 (2020: increase of £67,000).

Capital expenditure for the year was £12,000, (2020: £105,000), and relates to initial surveys for the additional land for the development of the memorial woodland. 2020 capital expenditure relates to capital equipment purchased under a finance lease.

**National Memorial Arboretum Company Limited**  
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**TRUSTEES' REPORT (continued)**

**Financial Review (Continued)**

The trading subsidiary, NMA (Enterprises) Limited, has been hardest by the impact of the Covid 19 pandemic, however due to improved sales, visitor volumes and the business continuity insurance receipts a surplus of £585,000 has been generated (2020: loss of £92,000), £90,000 of which has been paid on account during the financial year.

**RESERVES POLICY AND GOING CONCERN**

As the Arboretum is part of the Royal British Legion group, its policy is to not seek to hold reserves as this leads to a duplication of reserves at a group level. A 'letter of comfort' has been agreed by the RBL trustees under which The Royal British Legion will continue to provide any financial support (either through the waiver of intercompany debt, the provision of further intercompany funds or equity) that may be required in order for the organisation to pay its liabilities as they fall due, for a period of at least 12 months from the date of approval of the 2021 accounts.

Total charity funds increased by £0.4m to £23.0m at the end of the year (2020: £22.6m). Total charity funds comprise unrestricted funds of £21.2 million (2020: £21.1 million) and restricted funds of £1.8 million (2020: £1.5 million) including expendable endowment funds.

Total unrestricted funds comprise designated funds of £20.0 million (2020: £20.5 million) and general funds of £1.2m (2020: £0.7m); the general funds figure includes free unrestricted funds of £976,000 (2020: £475,000).

Designated funds represent the net book value of completed fixed assets relating to grounds and buildings and legacy income. As legacy income is difficult to predict and cannot be counted on to help fund day to day activities, any significant receipts are set aside to fund future development and engagement activity. The reduction in the designated funds balance is due to the depreciation charge for 2021.

Total restricted funds at the end of the year were £1.8 million (2020: £1.5 million). £1.2million (2020: £916,000) relates to maintenance endowments for the maintenance and insurance for a number of specific memorials. During the year the Arboretum was successful in securing a further £316,000 (2020: £103,000) of maintenance endowments for a mixture of new and existing memorials, which will help contribute to the Arboretum's longevity. The remaining balance of £645,000 includes £481k for the ongoing maintenance of the Armed Forces Memorial and minor works relating to the Remembrance Centre and Functions Pavilion.

The continuing operation of the Arboretum is dependent on donations and grants from supporters, together with funding from The Royal British Legion to support both day to day activity and any residual assistance (after maximising the benefits available from any assistance schemes), through the Covid-19 pandemic. Given the close operational relationship with The Royal British Legion, the letter of comfort in place, the funding supplied for the Remembrance Centre and the new Functions Pavilion, and the key role the Arboretum now plays in the fulfilment of the Legion's Remembrance strategy, the Trustees are confident that funding will be available to support the Arboretum's activities into the future. Reflecting on this, the Trustees have therefore prepared the accounts on a going concern basis.



**National Memorial Arboretum Company Limited**  
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**TRUSTEES' REPORT (continued)**

## **RISK MANAGEMENT**

The Trustees are responsible for ensuring there are effective and adequate risk management and internal control systems in place to manage major risks to which the charity is exposed. The process in place regarding risk management and internal control includes the following:

- The risk analysis is reviewed monthly by the management team and scrutinised quarterly by the Board of Trustees. The Trustees are satisfied that for risks identified a planned schedule of activity is being undertaken so the impact on the charitable company will be minimised should any of the risks materialise.
- Internal audit, which is provided by a third party, undertake a programme of examinations, ensuring the effectiveness of risk management and controls.

The key risks and how they are managed are:

<b>Principal risk</b>	<b>Mitigation</b>
Impact of COVID-19 on day to day operations.	<ul style="list-style-type: none"> <li>- Ensure maximum benefit is obtained from available assistance packages</li> <li>- Take steps to keep operating costs to a minimum including mothballing of areas it is not permissible to open.</li> <li>- More frequent financial forecasts</li> <li>- Keeping abreast of latest government guidance</li> </ul>
Fundraising and grant income does not meet targets.	<ul style="list-style-type: none"> <li>- Progress against business plan is assessed.</li> <li>- Financial support available from parent charity to meet funding gap.</li> </ul>
Investment in new attractions does not increase visitor numbers.	<ul style="list-style-type: none"> <li>- Prepare sound business cases prior to embarking on projects.</li> <li>- Increase advertising and marketing spend to create awareness.</li> </ul>
Visitors are deterred from visiting due to site flooding.	<ul style="list-style-type: none"> <li>- The website is kept up to date detailing any accessibility issues. The temporary exhibition programme should help preserve visitor numbers during periods of inclement weather and minor localised flooding.</li> <li>- Phase 1 of a programme of drainage improvements has been implemented to reduce the impact of flooding</li> </ul>
Maintenance endowments given to cover repairs of memorials are not sufficient to cover costs.	<ul style="list-style-type: none"> <li>- Funds are pooled to obtain best rates.</li> <li>- The Arboretum has a fundraising strategy with the primary objective of achieving growth in unrestricted income over the medium to long term.</li> </ul>

### **Risk management (continued)**

The company is not unduly exposed to price, credit, liquidity or foreign exchange risk.

The company is included in The Royal British Legion's group insurance policy which provides a comprehensive package of insurance against foreseeable risks including public and product liability.

The charity is covered by insurance from loss arising from neglect or default of its Trustees, and to indemnify the Trustees against the consequences of neglect or default on their part.

### **FUTURE DEVELOPMENTS**

Next year, the Arboretum will:

- Embark on a programme of activities aligned to the commonwealth games, which will engage new audiences with Remembrance.
- Continue with the development stages of the proposed Memorial Woodland
- Encourage support from stakeholders through advocacy and fundraising as we implement the vision shared as part of the 20<sup>th</sup> Anniversary commemoration.

### **PUBLIC BENEFIT STATEMENT**

In considering the operation, achievements, performance and finances of the charitable company the Trustees have given due regard to the public benefit guidance published by the Charity Commission.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Arboretum was incorporated in 1994 as a charitable company limited by guarantee not having a share capital and registered in 1995 as a charity. The Arboretum has been part of The Royal British Legion (the RBL) family of charities since 2003. The RBL is the sole member of the company and controls the appointment of all Trustees.

The Board of Trustees consists of six Trustees appointed by the RBL with one Trustee appointed as chairman. Three of the Trustees are also on the Trustee board of the RBL, one Trustee is a member of the executive management team of the RBL with line management responsibility for the Arboretum, and the remaining two members are independent Trustees with significant military and visitor attraction experience respectively. Meetings of the Board of Trustees take place quarterly. In accordance with its Articles of Association a term of any Trustee's appointment cannot exceed three years, but a Trustee is eligible for reappointment for a further two terms and can be removed from office by the RBL at any time. Training for all Trustees is provided through The Royal British Legion.

Responsibility for the day to day operations of the Arboretum is delegated to the Managing Director, who is supported by a management team, administrative support staff and a team of volunteers. The Managing Director has established an executive management structure for the Arboretum to undertake operational activities with a clearly defined management and reporting structure. The management team meets weekly to discuss operational issues and new initiatives and take any action as required.

The Arboretum has a subsidiary company, NMA (Enterprises) Limited, which carries out the trading activities of the charity; principally the operation of restaurant and café facilities, concessions and business functions.

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**TRUSTEES' REPORT (continued)**

The Managing Director is supported by the following boards and committees:

- Landscape and Memorials Committee – this committee reviews and agrees proposals for new memorials and landscaping development and is critical to the future direction and management of the Arboretum grounds
- NMA Enterprises Board – the board of Arboretum's subsidiary company, NMA (Enterprises) Limited

**Key management personnel remuneration policy**

The key management personnel remuneration policy has been harmonised with that of the parent charity. Roles are initially evaluated at the group job evaluation committee, which uses the Hay System, and salaries are benchmarked with similar roles in the local area in order to attract the appropriate calibre of candidate. The company then operates an annual appraisal scheme at which performance is assessed against set objectives. The annual pay award is set by the parent charity.

**Equal opportunities**

The company is an equal opportunities employer and is committed to a policy of employment based on aptitude and ability without discrimination of any kind.

**Volunteers**

The Trustees recognise the hard work contributed by staff, volunteers and the NMA friends who in many ways keep the site going. Active volunteers gave around 35,000 hours (2020: 50,000 hours) of invaluable help during the year. Volunteer activities include the provision of educational support for facilitated learning visits, guiding visitors around the site, and grounds maintenance which approximately equates to an additional 30 full time staff. The contribution is recognised by all who visit the site and many visitors write to express thanks for the way volunteers help with their visit and comment on the pride the volunteers take in all they do.

**Fundraising**

As a location based charity the Arboretum does not have a national network of fundraisers or agents acting on its behalf. The majority of fundraising is derived directly from on-site activities and donation boxes. In addition, up to 2 direct mail campaigns are undertaken per annum to registered supporters and applications are made to grant funders for specific initiatives to further charitable objectives. To date we have not received any complaints regarding fundraising activity. We endeavour to ensure our fundraising activity is not overly obtrusive or put anyone under undue pressure to donate.

**National Memorial Arboretum Company Limited**

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**TRUSTEES' REPORT (continued)**

**TRUSTEES' RESPONSIBILITY STATEMENT**

The Trustees (who are also Directors of The National Memorial Arboretum Company Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

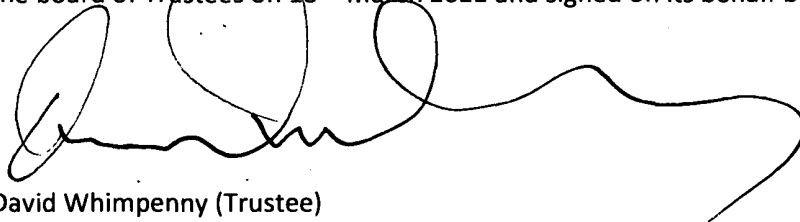
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware and
- the Trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

This report, incorporating the Directors report and including the Strategic Report, was approved by the board of Trustees on 18<sup>th</sup> March 2022 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'David Whimpenny', with a long, sweeping horizontal line extending to the right.

David Whimpenny (Trustee)

Date: 18 March 2022

**Independent auditor's report to the members of The National Memorial Arboretum Company Limited**

**Report on the audit of the financial statements**

**Opinion**

In our opinion the financial statements of The National Memorial Arboretum Company Limited (the 'charitable company'):

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2021 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 including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities (including the income and expenditure account);
- the balance sheet;
- the cash flow statement; and
- the related notes 1 to 27.

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).

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

## **Independent auditors report (continued)**

### **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, except to the extent otherwise explicitly stated in our report, 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.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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**

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

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

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.

**Independent auditors report (continued)**

We considered the nature of the charitable company's industry and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act and UK Companies Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included Charity Commission for England and Wales (Charity Commission) regulations and Fundraising regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following area, and our specific procedures performed to address it are described below:

- revenue recognition which is related to the completeness of grant income: we obtained an understanding of the key processes and relevant controls around the completeness of grant income; and performed detailed substantive tests on grant income, on a sample basis, to verify that it was complete and has been correctly recognised in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- enquiring with management including obtaining and reviewing supporting documentation concerning the entity's policies and procedures relating to detecting and responding to the risk of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- reading minutes of meetings of those charged with governance.

**National Memorial Arboretum Company Limited**  
**Registered Company number 02927443**

**Independent auditors report (continued)**

**Report on other legal and regulatory requirements**

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report included within the trustees' report.

**Matters on which we are required to report by exception**

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

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

We have nothing to report in respect of these matters.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Nicola Wright*

Nicola Wright, ACA (Senior statutory auditor)  
For and on behalf of Deloitte LLP  
Statutory Auditor  
Newcastle upon Tyne, United Kingdom

8 April 2022



**National Memorial Arboretum Company Limited**  
**Registered Company number 02927443**

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)**  
**Year ended 30 September 2021**

		<b>Unrestricted Funds £000's</b>	<b>Restricted Funds £000's</b>	<b>Endowment Funds £000's</b>	<b>Total Funds 2021 £000's</b>	<b>Total Funds 2020<sup>(1)</sup> £000's</b>
	<b>Note</b>					
<b>INCOME AND</b>						
<b>ENDOWMENTS FROM:</b>						
Donations and Legacies	3	2,284	654	315	3,253	3,279
Charitable Activities	4	607	10	-	617	419
Other Trading Activities		41	-	-	41	37
Investments:						
Gift aid from NMA (Enterprises)	5	90	-	-	90	107
Bank interest	6	-	-	1	1	7
<b>TOTAL INCOME</b>		<b>3,022</b>	<b>664</b>	<b>316</b>	<b>4,002</b>	<b>3,849</b>
<b>EXPENDITURE ON:</b>						
Raising Funds	7	462	-	-	462	617
Charitable Activities	8	2,555	604	40	3,199	3,165
<b>TOTAL EXPENDITURE</b>		<b>3,017</b>	<b>604</b>	<b>40</b>	<b>3,661</b>	<b>3,782</b>
<b>Net income for the year</b>		<b>5</b>	<b>60</b>	<b>276</b>	<b>341</b>	<b>67</b>
Transfer between Funds	20	5	(6)	1	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>10</b>	<b>54</b>	<b>277</b>	<b>341</b>	<b>67</b>
<b>RECONCILIATION OF FUNDS</b>						
<b>Total funds brought forward</b>		<b>21,120</b>	<b>591</b>	<b>916</b>	<b>22,627</b>	<b>22,560</b>
Net movement in funds for the year		10	54	277	341	67
<b>Total funds carried forward</b>		<b>21,130</b>	<b>645</b>	<b>1,193</b>	<b>22,968</b>	<b>22,627</b>

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derive from continuing activities.

(1) See note 19 for 2020 detailed Statement of Financial Activities

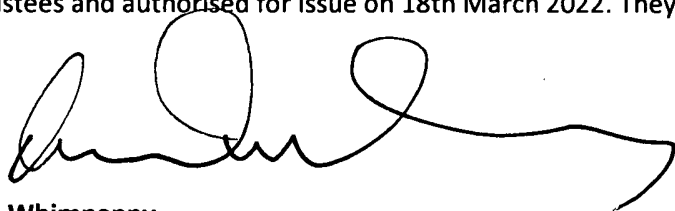
**National Memorial Arboretum Company Limited**  
**Registered Company number 02927443**

**BALANCE SHEET**  
**As at 30 September 2021**

		2021 £000's	2020 £000's
	Note		
<b>FIXED ASSETS</b>			
Tangible assets	14	19,806	20,297
Heritage assets	15	348	348
Fixed asset investments	16	-	-
<b>Total Fixed Assets</b>		<b>20,154</b>	<b>20,645</b>
<b>CURRENT ASSETS</b>			
Debtors	17	396	688
Cash at bank and in hand		2,857	1,828
<b>Total Current Assets</b>		<b>3,253</b>	<b>2,516</b>
Creditors – amounts falling due within one year	18a	(403)	(477)
<b>NET CURRENT ASSETS</b>		<b>2,850</b>	<b>2,039</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>23,004</b>	<b>22,684</b>
Creditors falling due in more than one year	18b	(36)	(57)
<b>TOTAL NET ASSETS</b>		<b>22,968</b>	<b>22,627</b>
<b>FUNDS</b>			
General Funds	20	1,153	652
Designated Funds	20	19,977	20,468
Restricted Funds	20	645	591
Expendable Endowment Funds	20	1,193	916
<b>Total Funds</b>		<b>22,968</b>	<b>22,627</b>

The notes on pages 18 to 35 form part of these financial statements.

These financial statements of The National Memorial Arboretum Company Limited were approved by the Board of Trustees and authorised for issue on 18th March 2022. They were signed on its behalf by:



**David Whimpenny**  
**Chair of Trustees**

**National Memorial Arboretum Company Limited**  
**Registered Company number 02927443**

**CASH-FLOW STATEMENT**

**Year ended 30 September 2021**

	Note	Total Funds 2021 £000's	Total Funds 2020 £000's
<b>Net cash provided by operating activities</b>	<b>26</b>	<b>1,063</b>	<b>99</b>
<b>Cash flows from investing activities:</b>			
Interest receivable		1	7
Purchase of property, plant and equipment		(12)	-
Purchase of heritage assets		-	-
<b>Net cash used in investing activities</b>		<b>(11)</b>	<b>7</b>
<b>Cashflows from financing activities:</b>			
Interest element of finance lease payments		(3)	-
Repayment of finance leases		(20)	(28)
<b>Net cash used in finance leases</b>		<b>(23)</b>	<b>(28)</b>
<b>Net increase in cash and cash equivalents</b>		<b>1,029</b>	<b>78</b>
Cash and cash equivalents at the beginning of the year		1,828	1,750
<b>Cash and cash equivalents at the end of the year</b>		<b>2,857</b>	<b>1,828</b>

There are no cash equivalents, therefore cash and cash equivalents comprise cash at bank and in hand.

## **NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 30 September 2021**

### **1) ACCOUNTING POLICIES**

#### **Company and Charitable Status**

The National Memorial Arboretum Company Limited, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having any share capital. There are currently six Trustees who are also members of the company. Each member has undertaken to contribute to the assets in the event of a winding up a sum not exceeding £10. The charity is a registered charity. The registered office is given on page 1.

#### **Basis of Accounting**

The financial statements are prepared under the historical cost convention in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP 2019); and the Companies Act 2006.

The principal accounting policies are set out below:

#### **Basis of Preparation**

The results presented are the accounts of the charitable company. The National Memorial Arboretum group is included in the accounts of the parent charity – The Royal British Legion, and therefore accounts have not been prepared which consolidate the results of NMA (Enterprises) Limited.

#### **Going Concern**

The accounts have been prepared on a going concern basis as set out on page 6 of the Trustees' Report. Performance during 2021 has been impacted by the Covid pandemic, which will continue to be an influencer of performance during 2022, consequently the appropriateness of the going concern assumption basis has been reassessed, the Trustees have considered the Charity's financial position, capital and forecasts and concluded there are no other material uncertainties regarding the charity's ability to continue as a going concern.

#### **Income**

Income is recognised when the charity has entitlement to funds, performance conditions attached to the income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations including amounts received for fixed assets are recognised immediately on receipt. The only exception to this is where there are predetermined conditions to be met, in these instances income is recognised once the required conditions have been met in full.

Grant income is recognised on written confirmation of the grant once any inherent performance related conditions of the grant have been met in full.

Legacy receipts are recognised when it is probable it will be received. This is deemed when:

- there has been a grant of probate;
- the executors have determined there are sufficient assets in the estate; and
- conditions attached to the legacy or within the control of the charity have been met.

**NOTES TO THE FINANCIAL STATEMENTS**  
**Year ended 30 September 2021**

**1) ACCOUNTING POLICIES**

**Income (continued)**

Interest receivable relates to interest on bank deposits and current accounts, under the terms of FRS102 this does not require adjustment using the effective interest rate method laid down by the standard, as the rate receivable is deemed to reflect the effective interest rate applicable.

Donated professional services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have paid to obtain services or facilities for equivalent economic benefit on the open market. A corresponding amount is then recognised in expenditure in the period of receipt.

Income from charitable activities is recognised on an accruals basis.

In accordance with the Charities SORP (FRS 102) due to the extremely wide variety of skills provided to the Arboretum by its volunteers, it is not possible to quantify the value, consequently no income is recognised in respect of general volunteer time received – information on volunteer contributions is disclosed in the Trustees' Report on page 9.

**Expenditure**

Expenditure is recognised on an accruals basis 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.

Expenditure is classified under the following activity headings:

*Raising funds* – includes costs incurred in generating fundraising income, advertising, and direct mail.

*Charitable activities* – includes direct costs of operating the charity and maintaining the grounds and memorials along with the costs of commemorative events held in furtherance of the charitable objectives.

*Support costs* – are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, premises costs and governance costs. These costs are allocated between the cost of raising funds and expenditure on charitable activities. The bases of cost allocation are set out in note 9.

**Fund Accounting**

The charitable company holds the following funds:

Restricted funds represent grants, donations, legacies and appeal monies received which are allocated in accordance with the donors instructions for specific purposes and are expendable only in accordance with the donor's wishes.

Designated funds represent funds set aside for the net book value of completed fixed assets relating to grounds buildings, and supporting infrastructure.

General funds are expendable at the discretion of the Trustees in the furtherance of the objects of the charitable company.

**National Memorial Arboretum Company Limited**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**Year ended 30 September 2021**

**Fund Accounting (continued)**

Maintenance endowments are expended in line with the terms of their respective donation agreements.

**Taxation**

The charitable company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards)

or section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. The activities of the charitable company's wholly owned trading subsidiary are subject to corporation tax, however all profits are paid to the charitable company by way of gift aid.

**Tangible Fixed Assets and Depreciation**

**i) Tangible Assets:**

Tangible Assets are included at acquisition cost less depreciation. The capitalisation threshold is £20,000. Land held on long-term lease and landscaping costs to bring the grounds into use are not depreciated. Generally, depreciation is provided on other tangible fixed assets at rates calculated on a straight line basis over their expected useful lives, the only exception to this is grounds equipment purchased during the 2020 financial year which is depreciated over the term of the Hire purchase/finance lease of 4 years.

Long leasehold and ground improvements	Long leasehold land and initial landscaping - not depreciated Ground improvements and drainage - 6.67% Roadways and paths - 8.33%
Heritage Assets	Not depreciated
Visitor facilities and fixtures	Building and fixtures 2% Grounds Equipment under Finance lease 25% Catering equipment 20%
Office equipment	Office equipment 20%

Depreciation is not provided until an asset is brought into use. Depreciation is then charged over the asset's economic life based on the percentages above as appropriate. Depreciation is not charged in the year of disposal but is included in the profit/loss on disposal calculation.

Capital projects with a life of more than 1 year are managed via a capital work in progress account. Projects are transferred to fixed assets and depreciated over their economic life once they come into use.

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the asset's fair value less any costs of sale and its value in use.

**ii) Heritage Assets**

The charitable company has capitalised trees held on site for Remembrance value within the financial statements. The trees are managed as part of the Arboretum ensuring that they are accessible to the public in line with the objectives of the charitable company.

**NOTES TO THE FINANCIAL STATEMENTS**  
**Year ended 30 September 2021**

**ii) Heritage Assets (continued)**

Trees are included at cost as the Trustees deem a valuation policy to be inappropriate. The trees are deemed to have indeterminable lives as they are preserved through ongoing maintenance of the Arboretum and the Trustees do not therefore consider it appropriate to charge depreciation. However, a review for impairment is carried out on an ongoing basis and in the case of any damage, for example as a result of a severe storm or disease, the value of the trees will be adjusted and the impairment recognised in the Statement of Financial Activities.

The Armed Forces Memorial (AFM) is included as a Heritage Asset. Given the significant repairs required to the AFM on acquisition from the Armed Forces Memorial Trust in 2015, and the cost of ascertaining a definitive value through a surveyor's valuation significantly outweighing any benefit gained due to the unique nature of the asset, the AFM is included in the accounts at the nominal value of £1.

**iii) Memorials**

Under the current policy issued in 2010 new memorials are built by the commissioning organisation/association who retain ownership. Memorial holders are requested to either pay an annual maintenance charge for the upkeep of the grounds surrounding their memorial or make an upfront maintenance endowment to facilitate the 'lifetime' maintenance of their memorial in the event their organisation should cease to exist in the future. These are regarded as expendable endowments and the capital can be used to fund ongoing maintenance costs. All funds received for annual maintenance are included in the tree plaques, benches and pavilions income category under income from charitable activities. Lump sum maintenance endowments are recognised under voluntary income and any subsequent expenditure is shown in the cost of charitable activities (endowment).

Prior to the introduction of the policy in 2011, any donations received for memorial construction were credited to income from charitable activities and any unspent balance transferred to endowment funds. These remaining balances will be used to cover maintenance on the specific memorials in the future.

**Employee Benefits**

The charitable company operates a defined contribution pension scheme. The amount charged to the Statement of Financial Activities in respect of pension contributions and other retirement benefits is the contributions payable in the year. The difference between this and contributions actually paid is shown as either accruals or prepayments in the balance sheet. All costs relate to unrestricted activities.

**Financial Instruments**

The charity only has financial assets and liabilities that qualify as basic financial instruments. Basic financial instruments are initially valued at transaction value and subsequently measured at their settlement value as follows:

Trade and other debtors are recognised at the settlement amount after any discounts offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will result in the transfer of funds to a third party and the amount to settle the obligation can

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 30 September 2021**

**Financial Instruments (continued)**

be measured reliably. Creditors and provisions are recognised at their settlement value after allowing for trade discounts due.

**2) CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

In the application of the company's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying value 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, if the revision affects only the period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.

**3) ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted £000's	Restricted £000's	Endowments £000's	2021 £000's	2020 £000's
Donations	399	14	315	728	490
Gifts in kind*	-	17	-	17	3
Legacies	21	-	-	21	94
General grants (see 3a below)	1,864	623	-	2,487	2,692
<b>Total</b>	<b>2,284</b>	<b>654</b>	<b>315</b>	<b>3,253</b>	<b>3,279</b>

\*2020 gifts in kind relate to the donation of some grounds equipment and the long term loan of a water pump. 2021 gifts relate to mobility scooters and grounds equipment

**3a) General grants comprise the following:**

	2021 £000's	2020 £000's
Grant in Aid – Armed Forces Memorial	158	158
The Royal British Legion – Remembrance	1,450	1,800
The Royal British Legion – Covid -19	-	500
Heritage Lottery Fund	825	100
Memorial Grant Scheme	6	6
Learning Grants	10	10
Furlough Grant	20	88
Small Business rate relief grant	-	25
Covid assistance grants	13	-
Other Grants	5	5
<b>Total</b>	<b>2,487</b>	<b>2,692</b>



**National Memorial Arboretum Company Limited**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**Year ended 30 September 2021**

**4) ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES**

This note provides an analysis of activities specifically undertaken to generate income for the charity. It includes performance related grants for Armed Forces Day and other commemorative activity, primary purpose trading in the form of tree plaque, inscribed pavior and bench sales and the recharge of overhead expenses to the Arboretum's trading subsidiary NMA (Enterprises) Limited.

	<b>2021</b> <b>£000's</b>	<b>2020</b> <b>£000's</b>
Performance related grants:		
- Armed Forces Day	10	-
Car park	243	158
Exhibition Tickets	-	-
Learning services	19	25
NMA Enterprises overhead recharge	188	189
Tree plaques/benches/ annual maintenance	99	47
Insurance claims	58	-
<b>Total</b>	<b>617</b>	<b>419</b>

**5) NET INCOME FROM TRADING SUBSIDIARY**

The charitable company has a trading subsidiary NMA (Enterprises) Limited, which is registered in England and Wales. A summary of the trading results is shown below. Audited financial statements will be filed with the Registrar of Companies. NMA (Enterprises) Limited primarily carries out the operation of a retail shop, restaurant and functions.

	<b>2021</b> <b>£000's</b>	<b>2020</b> <b>£000's</b>
Turnover	1,701	1,220
Cost of sales	(1,423)	(1,142)
<b>Gross profit</b>	<b>278</b>	<b>78</b>
Administrative expenses	(315)	(297)
<b>Operating (Loss) before taxation</b>	<b>(37)</b>	<b>(219)</b>
Other Income	622	127
<b>Profit/(Loss) before taxation</b>	<b>585</b>	<b>(92)</b>
Taxation	-	-
<b>Profit/(Loss) and total Comprehensive income (expense) for the year</b>	<b>585</b>	<b>(92)</b>
<b>Retained earnings brought forward:</b>	<b>(92)</b>	<b>107</b>
Payment to parent charity under the gift aid scheme	(90)	(107)
<b>Retained surplus/(deficit) for the year</b>	<b>495</b>	<b>(92)</b>
<b>Retained surplus/(deficit) carried forward</b>	<b>403</b>	<b>(92)</b>
Assets	1,000	501
Liabilities	(597)	(593)
<b>Net assets/(liabilities)</b>	<b>403</b>	<b>(92)</b>

**National Memorial Arboretum Company Limited**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**Year ended 30 September 2021**

**6) ANALYSIS OF INCOME FROM INVESTMENTS**

	2021 £000's	2020 £000's
Gifted from NMA (Enterprises)	90	107
Bank interest	1	7
<b>Total</b>	<b>91</b>	<b>114</b>

**7) ANALYSIS OF EXPENDITURE ON RAISING FUNDS**

	Direct Costs £000's	Support Costs £000's	Total 2021 £000's	Direct Cost 2020 £000's	Support Cost 2020 £000's	Total 2020 £000's
Raising donations, grants and legacies	33	21	54	99	20	119
Advertising, marketing and direct mail	338	70	408	449	49	498
<b>Total</b>	<b>371</b>	<b>91</b>	<b>462</b>	<b>548</b>	<b>69</b>	<b>617</b>

**8) ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	Direct costs £000's	Support costs £000's	Total 2021 £000's	Direct Cost 2020 £000's	Support Cost 2020 £000's	Total 2020 £000's
Commemorative events	212	81	293	275	79	354
Grounds and memorial upkeep	557	173	730	455	92	547
Visitor operations	868	1,120	1988	875	1,200	2,075
NMA (Enterprises) overhead recharge	-	188	188	-	189	189
<b>Total</b>	<b>1,637</b>	<b>1,562</b>	<b>3,199</b>	<b>1,605</b>	<b>1,560</b>	<b>3,165</b>

**9) ANALYSIS OF SUPPORT COSTS**

	Raising funds £000's	Commemorative events £000's	Grounds and Memorials £000's	Visitor operations £000's	Recharge to NMA Enterprises £000's	Total 2021 £000's	Basis of allocation
Governance	9	8	18	64	-	99	Headcount
Central Management	18	16	34	131	68	267	Headcount
Administration	9	8	17	66	2	102	Headcount
Premises	55	49	103	397	74	678	Headcount
Depreciation	-	-	-	459	44	503	Usage
Legal and Professional	-	-	1	3	-	4	Headcount
<b>Total</b>	<b>91</b>	<b>81</b>	<b>173</b>	<b>1,120</b>	<b>188</b>	<b>1,653</b>	

**National Memorial Arboretum Company Limited**

**Registered Company number 02927443**

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 30 September 2021**

**9) ANALYSIS OF SUPPORT COSTS continued**

**2020 COMPARATIVE ANALYSIS OF SUPPORT COSTS**

	Raising funds	Commemorative events	Grounds and Memorials	Visitor operations	Recharge to NMA Enterprises	Total 2020	Basis of allocation
	£000's	£000's	£000's	£000's	£000's	£000's	
Governance	7	8	9	69	-	93	Headcount
Central Management Administration	16	18	21	166	80	301	Headcount
Premises	6	6	8	59	1	80	Headcount
Depreciation	40	47	54	427	72	640	Headcount
Legal and Professional	-	-	-	477	36	513	Usage
	-	-	-	2	-	2	Headcount
<b>Total</b>	<b>69</b>	<b>79</b>	<b>92</b>	<b>1,200</b>	<b>189</b>	<b>1,629</b>	

**10) NET INCOME/(EXPENDITURE) FOR THE YEAR**

	2021 £000's	2020 £000's
<b>Income/expenditure is after charging:</b>		
Depreciation of owned assets	503	513
Auditor's remuneration:		
Fees payable to the charity's auditor for the audit of the financial statements	20	17

**11) ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL**

The average monthly number of employees was:

	2021	2020
Raising funds	4	4
Charitable operations	37	40
Support	9	5
<b>Total</b>	<b>50</b>	<b>49</b>

Their aggregate remuneration comprised:

	2021 £000's	2020 £000's
Wages and salaries	1,113	1,150
Social security costs	98	101
Pension costs	122	126
Severance	42	6
<b>Total</b>	<b>1,375</b>	<b>1,383</b>

**National Memorial Arboretum Company Limited**

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**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 30 September 2021**

**11) ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)**

During the year a severance payment was made to 5 members of staff following restructures of the Visitor Services, Learning and Finance departments. (2020: 1).

The number of employees whose emoluments excluding pension contributions but including benefits in kind were in excess of £60,000 was:

	<b>2021</b>	<b>2020</b>
£60,000-£70,000	1	1
£90,000-£100,000	1	1
<b>Total</b>	<b>2</b>	<b>2</b>

The key management personnel of the charity are listed on page 1. The total remuneration (including pension contributions but excluding employer's National Insurance Contributions) of the key management personnel of the charity for the year totalled £378,000 (2020: £401,000). Total employer's NIC paid in respect of key management personnel totalled £37,000 (2020: £39,000).

**Trustees' Remuneration**

No Trustees received remuneration during the current or prior year and no expenses were paid to any Trustees during 2021 (2020: nil) for expenses.

**12) TAXATION**

The activities of the charitable company are exempt from corporation tax. The activities of the charitable company's wholly owned trading subsidiary are subject to corporation tax, however all profits are paid to the charitable company by way of gift aid therefore no tax liability will arise.

**13) IRRECOVERABLE VAT**

The charitable company was unable to recover £96,000 VAT for the 2021 financial year (2020: £133,000). This has been allocated back to the individual expenditure categories to which it relates.

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**14) TANGIBLE FIXED ASSETS**

	Long Leasehold and Ground Improvements £000's	Visitor Facilities and Fixtures £000's	Office Equipment £000's	Assets Under Construction £000's	Totals £000's
<b>Cost:</b>					
<b>At 1 October 2020</b>	2,161	21,735	25	-	23,921
Additions	-	2	-	10	12
<b>At 30 September 2021</b>	<b>2,161</b>	<b>21,737</b>	<b>25</b>	<b>10</b>	<b>23,933</b>
<b>Accumulated Depreciation:</b>					
<b>At 1 October 2020</b>	1,290	2,309	25	-	3,624
Charge for the year	40	463	-	-	503
<b>At 30 September 2021</b>	<b>1,330</b>	<b>2,772</b>	<b>25</b>	<b>-</b>	<b>4,127</b>
<b>Net Book Value:</b>					
<b>At 30 September 2021</b>	<b>831</b>	<b>18,965</b>	<b>-</b>	<b>10</b>	<b>19,806</b>
<b>At 1 October 2020</b>	<b>871</b>	<b>19,426</b>	<b>-</b>	<b>-</b>	<b>20,297</b>

In 1994 the Arboretum site of 152 acres was gifted by Tarmac Plc on a 999 year lease at a peppercorn rent. Included in the cost of the long leasehold land is land with an ascribed value of £120,000 (2020: £120,000) and landscaping costs to bring the grounds into use at £827,000 (2020: £827,000) which is not depreciated. During the year an addition 30 acres was added to the lease comprising silt lakes and other land which requires considerable works to bring into use. During the year initial surveys were completed at a cost of £10,000.

Additions for the year of £2,000 relate to irrecoverable VAT arising on the payment of the final retention relating to the Functions pavilion.

**15) HERITAGE ASSETS**

Basis of capitalisation	Trees At cost £000's	Total £000's
Carrying amount at 1 October 2020	348	348
Carrying amount at 30 September 2021	<b>348</b>	<b>348</b>

	2021 £000's	2020 £000's	2019 £000's	2018 £000's	2017 £000's
<b>Purchases:</b>					
<b>Trees</b>	-	-	-	-	2
<b>Total Additions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>

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Trees are an inherent part of the Arboretum and have been designated Heritage Assets and are not depreciated as described in note 1. These trees are included at cost as the majority have been selected for their symbolic meaning rather than from an arboreal collection perspective. The trees were originally planted as saplings and are now quite mature specimens. In the Trustees' opinion no provision for impairment is required at this time. During the year no new mature trees were planted.

The Armed Forces Memorial is included in the accounts at a deemed cost of £1. This reflects the dilapidated state in which the memorial was transferred to the Arboretum in 2015. The cost of ascertaining a value for the memorial through a surveyor's valuation significantly outweighs any benefit that will be derived by the organisation. Ongoing repairs and maintenance costs to the memorial were expensed in the year.

**16) FIXED ASSET INVESTMENTS**

The Trustees of the charitable company own the entire issued share capital of two ordinary shares of £1 each at a cost of £2 of NMA (Enterprises) Limited. During the year NMA (Enterprises) Limited gift aided £90,000 profit to the Arboretum (2020: £107,000 relating to the final balance due relating to the 2019 financial year and zero relating to the 2020 financial year, due to operating losses arising from the Covid pandemic) and at the end of the year had aggregate reserves of £403,000 (2020: minus £92,000)

**17) DEBTORS**

	<b>2021</b>	<b>2020</b>
	<b>£000's</b>	<b>£000's</b>
<b>Amounts falling due within one year:</b>		
Trade Debtors	57	82
Amounts owed by subsidiary undertaking	226	478
Prepayments and accrued income	113	128
<b>Total</b>	<b>396</b>	<b>688</b>

Amounts owed by the subsidiary undertaking are non-interest bearing and payable on demand.

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**18) CREDITORS**

	<b>2021</b>	<b>2020</b>
	<b>£000's</b>	<b>£000's</b>
<b>a) Amounts falling due within one year:</b>		
Trade creditors	75	85
Amounts owed to parent undertaking	12	158
HMRC- PAYE and NI	36	-
VAT creditor	37	8
Hire Purchase/Finance lease	21	20
Accruals and deferred income	222	206
<b>Total</b>	<b>403</b>	<b>477</b>
	<b>2021</b>	<b>2020</b>
	<b>£000's</b>	<b>£000's</b>
<b>b) Amounts falling due in more than one year:</b>		
Hire Purchase/Finance Lease (due between 1-5 years)	36	57
<b>Total</b>	<b>36</b>	<b>57</b>

Amounts owed to the parent undertaking are non-interest bearing and repayable on demand.

The hire purchase/finance lease loans are secured against the assets to which they relate i.e. Grounds equipment purchases in the year disclosed under fixed assets.

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**19) COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES**

		<b>Unrestricted Funds £000's</b>	<b>Restricted Funds £000's</b>	<b>Endowment Funds £000's</b>	<b>Total Funds 2020 £000's</b>	<b>Total Funds 2019 £000's</b>
	<b>Note</b>					
<b>INCOME AND ENDOWMENTS FROM:</b>						
Donations and Legacies	3	2,788	393	98	3,279	2,030
Charitable Activities	4	419	-	-	419	627
Other Trading Activities		37	-	-	37	47
Investments:						
Gift aid from NMA (Enterprises)	5	107	-	-	107	664
Bank interest	6	2	-	5	7	7
<b>TOTAL INCOME</b>		<b>3,353</b>	<b>393</b>	<b>103</b>	<b>3,849</b>	<b>3,375</b>
<b>EXPENDITURE ON:</b>						
Raising Funds	7	617	-	-	617	542
Charitable Activities	8	2,783	347	35	3,165	3,600
<b>TOTAL EXPENDITURE</b>		<b>3,400</b>	<b>347</b>	<b>35</b>	<b>3,782</b>	<b>4,142</b>
<b>Net (expenditure)/income for the year</b>		<b>(47)</b>	<b>46</b>	<b>68</b>	<b>67</b>	<b>(767)</b>
Transfer between Funds	20	9	(9)	-	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>(38)</b>	<b>37</b>	<b>68</b>	<b>67</b>	<b>(767)</b>
<b>RECONCILIATION OF FUNDS</b>						
<b>Total funds brought forward</b>		<b>21,158</b>	<b>554</b>	<b>848</b>	<b>22,560</b>	<b>23,327</b>
<b>Net movement in funds for the year</b>		<b>(38)</b>	<b>37</b>	<b>68</b>	<b>67</b>	<b>(767)</b>
<b>Total funds carried forward</b>		<b>21,120</b>	<b>591</b>	<b>916</b>	<b>22,627</b>	<b>22,560</b>



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**Year ended 30 September 2021**

**20) MOVEMENTS ON FUNDS**

	<b>At 1 October 2020 £000's</b>	<b>Income £000's</b>	<b>Expenditure £000's</b>	<b>Transfers £000's</b>	<b>At 30 September 2021 £000's</b>
<b>Unrestricted Funds:</b>					
<b>General Fund</b>	<b>652</b>	<b>3,022</b>	<b>(2,514)</b>	<b>(7)</b>	<b>1,153</b>
<b>Designated Funds</b>					
Fixed assets	20,297	-	(503)	12	19,806
Development and Engagement	171	-	-	-	171
<b>Designated Funds Total</b>	<b>20,468</b>	<b>-</b>	<b>(503)</b>	<b>12</b>	<b>19,977</b>
<b>Total Unrestricted Funds</b>	<b>21,120</b>	<b>3,022</b>	<b>(3,017)</b>	<b>5</b>	<b>21,130</b>
<b>Expendable endowments*:</b>					
NMA Memorials & Buildings	304	137	(14)	1	428
Basra Wall	29	-	(1)	-	28
Army Apprentices	39	-	(1)	-	38
Durham Light Infantry	17	-	(1)	-	16
British Korean Veterans	32	-	(2)	-	30
Polish Ex-Combatants	53	-	(4)	-	49
Royal Ulster Constabulary	31	-	(2)	-	29
Bastion Memorial	49	-	(2)	-	47
Royal Engineers	84	-	(1)	-	83
Police Service Northern Ireland	31	-	(1)	-	30
Victims of overseas terrorism	43	-	-	-	43
Heroes' Square garden	130	(18)	(8)	-	104
maintenance					
Royal Electrical & Mechanical	34	-	(2)	-	32
Engineers					
Devon & Dorset Regiment	21	-	(1)	-	20
Queens Lancashire Regiment	19	7	-	-	26
Guards Parachute Association	-	25	-	-	25
The Blues and Royals	-	25	-	-	25
Wrens	-	38	-	-	38
Royal Military Police	-	21	-	-	21
Scouts	-	29	-	-	29
National Mining Memorial	-	28	-	-	28
RBL Remembrance Glade	-	24	-	-	24
<b>Total Expendable endowments</b>	<b>916</b>	<b>316</b>	<b>(40)</b>	<b>1</b>	<b>1,193</b>

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**20) Movements on Funds (cont)**

	<b>At 1 October 2020 £000's</b>	<b>Income £000's</b>	<b>Expenditure £000's</b>	<b>Transfers £000's</b>	<b>At 30 September 2021 £000's</b>
<b>Restricted Funds</b>					
AFM	<b>411</b>	165	(95)	-	<b>481</b>
Remembrance Centre	<b>130</b>	-	-	-	<b>130</b>
Functions Pavilion	<b>50</b>	-	(14)	(2)	<b>34</b>
Memorial Woodland	-	4	-	(4)	-
<b>Covid-19 support</b>					
National Lottery Heritage fund	-	429	(429)	-	-
Furlough Grant	-	20	(20)	-	-
Other Funds received and fully utilised in year	-	46	(46)	-	-
<b>Total Restricted Funds</b>	<b>591</b>	<b>664</b>	<b>(604)</b>	<b>(6)</b>	<b>645</b>
<b>Total Charity Funds</b>	<b>22,627</b>	<b>4,002</b>	<b>(3,661)</b>	<b>-</b>	<b>22,968</b>

Separate funds are held for the following purposes:

- Expendable endowments - a number of memorial holders gift monies to the Arboretum for the ongoing maintenance and upkeep of their memorial which is critical to the longevity of the Arboretum as the number of memorials increases. Due to the significant increase in take up of the scheme only endowments of over £20,000 are separately disclosed all others are included under the NMA memorials and building category.
- AFM – funds for the general upkeep of the memorial
- Remembrance Centre Appeal – monies received and costs incurred relating to the visitor centre
- Functions Pavilion – funding received from the parent charity to progress the development of a permanent functions pavilion to host the 250 Remembrance functions which take place on site per annum
- National Lottery Heritage fund – Covid 19 support
- Furlough grant – contribution towards the salary cost of employees unable to work due to the Covid-19 pandemic.

Note: Expenditure of restricted funds for items which are subsequently capitalised will result in a transfer from restricted to unrestricted funds as the items capitalised are subsequently used for general purposes.

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**NOTES TO THE FINANCIAL STATEMENTS**

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**21) COMPARATIVE MOVEMENT ON FUNDS**

	<b>At 1 October 2019 £000's</b>	<b>Income £000's</b>	<b>Expenditure £000's</b>	<b>Transfers £000's</b>	<b>At 30 September 2020 £000's</b>
<b>Unrestricted Funds:</b>					
<b>General Fund</b>	<b>363</b>	<b>3,259</b>	<b>(2,874)</b>	<b>(96)</b>	<b>652</b>
<b>Designated Funds</b>					
Fixed assets	20,705	-	(513)	105	20,297
Development and Engagement	90	94	(13)	-	171
<b>Designated Funds Total</b>	<b>20,795</b>	<b>94</b>	<b>(526)</b>	<b>105</b>	<b>20,468</b>
<b>Total Unrestricted Funds</b>	<b>21,158</b>	<b>3,353</b>	<b>(3,400)</b>	<b>9</b>	<b>21,120</b>
<b>Expendable endowments*:</b>					
NMA Memorials & Buildings	234	79	(9)	-	304
Basra Wall	29	-	-	-	29
Army Apprentices	39	1	(1)	-	39
Durham Light Infantry	18	-	(1)	-	17
British Korean Veterans	33	-	(1)	-	32
Polish Ex-Combatants	56	1	(4)	-	53
Royal Ulster Constabulary	33	-	(2)	-	31
Bastion Memorial	50	1	(2)	-	49
Royal Engineers	85	-	(1)	-	84
Police Service Northern Ireland	33	-	(2)	-	31
Victims of overseas terrorism	43	-	-	-	43
Heroes' Square garden maintenance	136	-	(6)	-	130
Royal Electrical & Mechanical Engineers	37	1	(4)	-	34
Devon & Dorset Regiment	22	-	(1)	-	21
Queens Lancashire Regiment	-	20	(1)	-	19
<b>Total Expendable endowments</b>	<b>848</b>	<b>103</b>	<b>(35)</b>	<b>-</b>	<b>916</b>
<b>Restricted Funds</b>					
AFM	354	166	(109)	-	411
Remembrance Centre	142	-	(11)	(1)	130
Functions Pavilion	58	-	-	(8)	50
<b>Covid-19 support</b>					
National Lottery Heritage fund	-	100	(100)	-	-
Furlough Grant	-	88	(88)	-	-
LDC BCNDR Relief	-	25	(25)	-	-
<b>Other Funds received and fully utilised in year</b>	<b>-</b>	<b>14</b>	<b>(14)</b>	<b>-</b>	<b>-</b>
<b>Total Restricted Funds</b>	<b>554</b>	<b>393</b>	<b>(347)</b>	<b>(9)</b>	<b>591</b>
<b>Total Charity Funds</b>	<b>22,560</b>	<b>3,849</b>	<b>(3,782)</b>	<b>-</b>	<b>22,627</b>

\*Due to the increase in expendable endowments only endowments of more the £20,000 are separately disclosed, all others are included under the NMA memorials and buildings category

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**22) ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS**

	<b>Unrestricted Funds £000's</b>	<b>Designated Funds £000's</b>	<b>Restricted Funds £000's</b>	<b>Endowment Funds £000's</b>	<b>Total 2021 £000's</b>
Fixed assets	348	19,806	-	-	20,154
Current assets	1,244	171	645	1,193	3,253
Current liabilities	(403)	-	-	-	(403)
Liabilities > than 1 year	(36)	-	-	-	(36)
<b>Total</b>	<b>1,153</b>	<b>19,977</b>	<b>645</b>	<b>1,193</b>	<b>22,968</b>

**23) COMPARATIVE ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS**

	<b>Unrestricted Funds £000's</b>	<b>Designated Funds £000's</b>	<b>Restricted Funds £000's</b>	<b>Endowment Funds £000's</b>	<b>Total 2020 £000's</b>
Fixed assets	348	20,297	-	-	20,645
Current assets	815	171	611	916	2,513
Current Liabilities	(457)	-	(20)	-	(477)
Liabilities > than 1 year	(57)	-	-	-	(57)
<b>Total</b>	<b>652</b>	<b>20,468</b>	<b>591</b>	<b>916</b>	<b>22,627</b>

**24) EMPLOYEE RETIREMENT BENEFITS**

**Defined contribution scheme**

The charitable company operates a defined contribution scheme for all qualifying employees. The company's contribution to the scheme in the year was £122,000 (2020: £126,000). Outstanding amounts to be paid into the scheme at the year end were zero (2020: £15,000).

**25) RELATED PARTY TRANSACTIONS**

The charitable company received payment of £188,000 (2020: £189,000) from NMA (Enterprises) to cover the cost of operational overheads incurred on its behalf. A payment on account of £90,000 in respect of the 2021 surplus generated by NMA Enterprises was also received (2020: zero due to operating losses arising during the pandemic).

The company received a general remembrance grant of £1,450,000 (2020: £1800,000) from its parent charity the Royal British Legion. (2020: £1,800,000), no additional monies were required for covid support during 2021 (2020: £500,000).

No Trustee received payment for professional services or other services provided to the charity during the year (2020: £nil).

There were no donations received from Trustees during the year (2020: £nil).

There were no other related party transactions (2020:£nil).

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**26) CASH FLOW STATEMENT**

a. Reconciliation of net income to cash generated by operations.

	<b>2021</b>	<b>2020</b>
	<b>£000's</b>	<b>£000's</b>
<b>Net income/ for the year</b>	<b>341</b>	<b>67</b>
<b>Adjustments for:</b>		
Interest receivable	(1)	(7)
Interest Payable	3	-
Depreciation charges	503	513
Loss on disposal of fixed assets	-	-
<b>Operating cash flow before movement in working capital</b>	<b>846</b>	<b>573</b>
 (Increase)/Decrease in debtors	 <b>292</b>	 <b>(124)</b>
(Decrease) in creditors	<b>(75)</b>	<b>(350)</b>
 <b>Cash generated by operating activities</b>	 <b>1,063</b>	 <b>99</b>

b. Analysis of Cash and cash equivalents:

	<b>2021</b>	<b>2020</b>
	<b>£000's</b>	<b>£000's</b>
Instant access working capital	501	297
Notice deposits	760	260
Other cash balances	1,596	1,271
<b>Total cash and cash equivalents</b>	<b>2,857</b>	<b>1,828</b>

c. Analysis of change in net debt:

	<b>At 1 October</b>	<b>Cash-flows</b>	<b>New Finance</b>	<b>At 30 September</b>
	<b>2020</b>	<b>£000's</b>	<b>Leases</b>	<b>2021</b>
	<b>£000's</b>		<b>£000's</b>	<b>£000's</b>
Cash	1,828	1,029	-	2857
Finance Leases	(77)	20	-	(57)
<b>Total</b>	<b>1,751</b>	<b>1,049</b>	<b>-</b>	<b>2,800</b>

**27) ULTIMATE PARENT UNDERTAKING**

The Royal British Legion (Registered Charity number 219279) is the charitable company's ultimate parent undertaking and ultimate controlling party. The parent undertaking of the smallest and largest group which includes the company for which the group accounts are prepared is The Royal British Legion. The consolidated financial statements of The Royal British Legion can be obtained from the charity's registered office at 199 Borough High Street London, SE1 1AA. The accounts of the Arboretum's trading subsidiary NMA Enterprises Limited (Company number 04259701) can be obtained from Companies House.