



**Lancashire,
Manchester &
N Merseyside**

The Lancashire Wildlife Trust Limited

Annual Report and Financial Statements

Year Ended:

31 MARCH 2021

Registered Number:

00731548

Charity Number:

229325

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REFERENCE AND ADMINISTRATIVE DETAILS

The registered name of the Charity is The Lancashire Wildlife Trust Limited. It is registered with the Charity Commission in England and Wales with the number 229325.

Registered office

The Barn, Berkeley Drive, Bamber Bridge, Preston, PR5 6BY

Members of the Board

The Trustees of the charity, who are also Members of the Board (“Council”), who have held office in the year and to the date of this report were:

Mr S P Garland	Chair
Ms. H A Ryan	Vice-Chair
Mr J B Jackson	Hon. Treasurer
Mr A D J Royce	Hon Secretary
Mr S Niven	
Mr R Wade	
Mr J M Wells	
Mr A J M Berry	
His Honour Judge J R Duggan	
Professor Philip James	
Mr Mustafa Desai	Resigned 24 th September 2020
Ms Gemma Grady	
Ms Deborah Shackleton CBE	
Mr Satyen Sinha	
Ms Joan Hunter	Elected at AGM 3 rd October 2020
Mr John Loder	Elected at AGM 3 rd October 2020
Mr Iqbal Hasan	Co-Opted 20 th January 2021

President	Mr C G Davies
Vice President	Mr E E Jackson MBE
Chief Executive	Dr Tom Burditt
Company Registered Number	00731548
Entrust Registered Number	025077
Bankers	Yorkshire Bank 44 Fishergate, Preston, PR1 8BH
Investment Advisors	Brooks MacDonald Group plc No 1 Marsden Street, Manchester, M2 1HW
Auditors and VAT Advisors	MHA Moore and Smalley Richard House, 9 Winckley Square, Preston, PR1 3HP

**CHAIR'S ANNUAL REPORT
FOR THE YEAR ENDED 31st MARCH 2021****Chair's Statement**

This has been one of the most extraordinary years for the Lancashire Wildlife Trust. It started, in a state of public lockdown as the COVID-19 coronavirus pandemic swept the country and people stayed at home. We could not have imagined that twelve months later, 'COVID' would still be governing our activities and our ability to lead a normal life.

The Trust made use of the Government's various financial support mechanisms to keep us afloat. Many staff were furloughed and support from organisations such as the National Lottery were essential in enabling us to continue some activities, while enabling the organisation to maintain the capacity to protect nature throughout the pandemic and subsequently.

On top of this, we have seen many organisations and Local Authorities declare a Climate Emergency and we recognise a global Ecological Emergency as wildlife continues to decline and suffer damage. Campaigning has continued, despite the challenges. Action for Insects was launched across the country in April, focussing on the decline in insect numbers and providing a road-map for recovery. This was one part of our support for national campaigns where we have continued to support lobbying for a strong Environment Bill and for wildlife-friendly new Agriculture and Fisheries Bills. Of special local relevance was the Peat-Free campaign focussing on eliminating peat from use in gardens. This is especially relevant for us as we work to restore Greater Manchester's peatlands, once cut for horticultural products.

Greater Manchester has been the focus of a lot of developments throughout the year. In May there was a successful bid for £1.8 million from the national Green Recovery Challenge Fund by Greater Manchester Environment Fund, with the Trust being key in the bid and the Fund's subsequent establishment.

As part of the work towards the new approach to nature, Greater Manchester was selected by the Department for Environment, Food & Rural Affairs (Defra) as one of five national pilots for the Government's Local Nature Recovery Strategy (LNRS) scheme. In May, Greater Manchester was also announced as the location of a Peri-urban pilot for the Environmental Land Management Scheme (ELMS) to explore how the new post-Brexit scheme for farming and land management could apply in a more urban environment.

Other areas of work included continued development of our Carbon Farming project at Winmarleigh Moss Nature Reserve and preparation for the National Lottery Heritage Fund project at our Lunt Meadows Reserve to begin, once relevant COVID restrictions are relaxed.

The Trust has always been proud of its awards as they can remind us that many of our projects and successes are cutting-edge achievements on a national level. Outstanding among these was the HSJ 2020 Mental Health Innovation of the Year award for the MyPlace project which we deliver in partnership with the Lancashire Care NHS Foundation. It is impossible to stress just how significant this award is – indeed the celebrity Dr Amir Khan recorded a video congratulating the team on its achievement. We were also delighted for the MyPlace's project in the Morecambe Bay area, which we deliver in partnership with the Lancashire & South Cumbria NHS Foundation Trust, to receive the Partnership in Innovation Award from the Innovation Agency. These projects are funded through The National Lottery Community Fund through Our Bright Future and the European Social Fund through the More Positive Together programme.

The Dame Mary Smieton Award is given by the Royal Society for Wildlife Trusts (RSWT) for the best Wildlife Trust research project of the year. In 2020 it was won by our project to re-introduce the Large Heath Butterfly to the mosslands of Greater Manchester.

Many activities had to change during the year. In June we were involved in the first digital Manchester Festival of Nature. Throughout the year we have continued to meet through digital media, which has been frustrating, but has also identified some creative new ways of working in future.

Despite these challenges, we did manage to complete our first assessment of Lancashire Wildlife Trust's organisational carbon footprint (based on our last 'active', non-lockdown year in 2019) which gives us baseline for developing an environment strategy that we plan to include in future reports.

RSWT, the central part of our national partnership, had a new CEO starting in April. Craig Bennett, came to our movement from Friends of the Earth and has embarked on a major resetting of the organisation nationally as well as its role in the federated structure of our movement.

From July to September Trustees were involved in the recruitment of a new CEO for the Trust. This proved challenging under such restrictive pandemic constraints. This was undertaken because our CEO for 29 years, Anne Selby, announced that she would retire at the end of November. The process was completed successfully between lock-down periods and from over eighty applications one candidate was selected. We were all delighted to welcome Tom Burditt to the Trust in December and he has been working hard ever since, despite the challenges of not being able to meet many of his team in person! We also welcomed Jane Baker as our new Director of Finance who started in January 2021.

This year we have lost another of our past Trustees as Roger Rees sadly died in January 2021. An excellent tribute was published in the Spring 2021 Lapwing magazine and he will be sadly missed and fondly remembered by all of us who worked with him on the Board. We also saw one of our Trustees, Mustafa Desai retire from the Board in 2020 and welcomed John Loder, Joan Hunter as new Trustees. Iqbal Hasan has also been co-opted in as a Trustee and will stand for election at our next AGM.

Finally, this will be my final Statement as Chair as my term comes to an end in October 2021 and I pass the baton to Julian Jackson. I have thoroughly enjoyed being Chair, I hope that I have managed to play some part in our continued development and I will continue to support the Trust to the best of my abilities in the future.

As we move forward into a new financial year, we are reviewing our strategy and updating our business planning. This is an exciting time for the Trust as we see a lot of potential new developments at local and national level, not only in wildlife conservation, but in plans to generate a real reversal of wildlife declines and a recovery of nature.

And finally, in my last report as Chair, I'd like to thank my fellow Trustees, staff, volunteers and members for their continuing support and commitment.

Thank you



Steve Garland, Chair

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The Board have pleasure in presenting their report together with the audited accounts for the year ended 31st March 2021. The Board have adopted the provisions of the Charities SORP (FRS 102) – 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 (effective 1 October 2019) in preparing the annual report and financial statements of the charity. The accounts have been prepared in accordance with the Companies Act 2006.

Key Objectives:

These are the nationally agreed priorities with the Partnership of Wildlife Trusts.

- **To protect, create and enhance wildlife in our region, creating living landscapes and living seas.**
- **To stand up for wildlife and the environment.**
- **To inspire people about the natural world and encourage everyone to take action for wildlife.**
- **To foster sustainable One Planet Living, where the functioning of the natural environment is appreciated as essential for supporting life.**
- **To ensure our work is based on knowledge and sound evidence.**
- **To be recognised and respected for our work.**
- **To grow our resources and increase support for our mission.**
- **To ensure the organisation is effective and fit for purpose.**

Public Benefit Statement

The advancement of environmental protection and improvement is recognised as a charitable purpose and is regarded universally as producing a public good. The Wildlife Trust exists to promote the care and protection of the environment and therefore provides a clear public benefit. The Wildlife Trust's philosophy is based on the belief that the natural world deserves conserving for its own sake and, since this is widely perceived to be a worthy aim of public policy, it may fairly be regarded as a benefit to the public at large. However, the public benefits provided by the Wildlife Trust go much further.

Firstly, our nature reserves are used by the public, and many have access on way-marked routes. At many sites information and interpretation is provided to visitors. There are a few cases where there may be a conflict between management requirements and unfettered access, but where this occurs we strive to keep any restrictions to a minimum.

Secondly, our education programmes are aimed at schools, colleges, adult groups and the wider public. Education is also, of course, recognised as a charitable activity in its own right.

Thirdly, our information gathering and provision of expert advice and opinion to local authorities and others helps to ensure that planning decisions are made on a rational basis taking full account of the public benefit of wildlife.

Fourthly, we can exert influence through our substantial membership at local level, and nationally through our membership of the Royal Society of Wildlife Trusts. It is also our belief that the involvement of many volunteers in our work provides an outlet for altruistic endeavour which is of special benefit to those involved as well as delivering benefits to the wider public.

Promoting the enjoyment of the natural world is an important part of what we do: contact with the natural world and the appreciation of wildlife and wild places provides great pleasure to many people and contributes towards wellbeing and health. Our nature reserves and activities are available to all and we try to make special provision for the disabled and disadvantaged wherever possible.

The Trustees of Lancashire Wildlife Trust Limited have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the key aims and objectives and in the planning of future activities. The Trustees have also actively considered how the planned activities contribute to the aims and objectives embodied in the Constitution.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Strategic Report

The information below including the achievement, performance, financial review, risk management statement and summary of future plans forms the Strategic report for the purpose of the Companies Act 2006.

OUR VISION

A region rich in wildlife, valued and enjoyed by all.

OUR AIM

We aim to be recognised as the most active, inspirational, engaging, influential and authoritative local wildlife champion.

Achievement and Performance

Core objectives

- To protect, create and enhance wildlife in our region, creating Living Landscapes and Living Seas.
 - To stand up for wildlife and the environment.
 - To inspire people about the natural world and encourage everyone to take action for wildlife.
-

Our achievements for the year are reported below and are structured according to these core objectives.

Protect, Create and Enhance Land for Wildlife and People

Living Sea Campaign

The Trust works closely with the North West Wildlife Trusts of Cumbria, Yorkshire and Cheshire and have secured a 5-year Esmée Fairbairn Foundation grant which was secured in February towards ongoing marine policy work, awareness raising and survey work. Three full time dedicated staff now work on the marine project ably supported by two interns through the Crown Estate-funded Marine Futures Internship. This valuable job experience initiative attracted an extremely high number of applications (328) were received and the successful interns have both gone on to obtain permanent jobs in the marine conservation sector.

At the end of the year we received great news in that our bid to the People's Postcode Lottery Recovery Fund for 'The Bay' a partnership project between Lancashire and Cumbria Wildlife Trusts and Eden Project North (in collaboration with the NHS) has been successful out of 364 applications! This project which will look at aligning people and nature's recovery around Morecambe Bay will have a large emphasis on 'blue' social prescribing and a heavy Living Seas focus for the 'targeted' and 'whole' population engagement elements. This will allow three further marine engagement officers split across the partner organisations and working within the marine team.

The Senior Marine Conservation Officer works closely with the North Western Inshore Fisheries and Conservation Authority (NWIFCA) as an independent appointee and chairs the Technical, Science and Byelaw Sub-Committee. Funding was found to expand the innovative sustainable creel fisheries project that is working with three local small-scale fishermen. If rolled out, the techniques would allow sensitive seabed habitats, marine life, fish stocks and blue carbon resources to recover as well as

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provide improved economic viability for deprived fishing communities. The offshore windfarm developer, Ørsted, also contributed towards this project to allow the Trust to explore the opportunities for sustainable fisheries within offshore windfarms and Marine Protected Areas.

Announcements of new leasing rounds for offshore wind in Scottish waters, off North Wales and North West England, plus developments planned in Isle of Man waters and elsewhere, highlights the potential for significant cumulative and in combination effects in the eastern Irish Sea. As such, we contributed to the setting up of a forum, the Irish Sea Policy Network, to communicate with other Wildlife Trusts around the Irish Sea to work together and understand the full extent of these potential impacts on the marine environment.

National Marine Week in July/August did take place despite Covid-19 this year through social media and Zoom. A total of 11 online events and a self-led coastal Nature Challenge encouraged people to record wildlife they found on the coast, as did a self-led Beached Art competition (with entries submitted online), both of which proved successful. New Tale Trail leaflets have been produced for Blackpool and Wyre coastal areas.

Living Landscape Campaign

The Corona Virus' impacts have been very significant from the start of the year, with the Country going into a 1st of April lockdown and resulted in conservation programs being suspended or highly modified. As considerable uncertainty existed over the development of the virus and its impact upon our operations, most staff were put on the Government's Job Retention Scheme furlough option. Fortunately, most nature reserve and conservation project staff did return to work by June and continued to deliver projects within government restrictions.

Reserve Management

One key task during lockdown was to ensure that our reserves were safe for any visitors and that our grazing animals were able to maintain high standards of welfare. The nature reserves became very busy during lockdown periods particularly on urban fringe sites with many people using sites for local exercise. Visitors often commented about how important the reserve and contact with nature was to their mental and physical wellbeing in this very restricted time.

A reserve monitoring group was established and dealt with over 150 issues in the first lock down period alone. The Trust's grazing animals were consolidated into a few sites to aid management and a small team of staff and volunteers monitored their welfare on a daily basis. The first lockdown coincided with lambing and that added considerable time constraints on the small team of staff. The year's extreme weather also caused a number of issues for grazing animals with lack of grass and wet conditions.

The visitor pressure on reserves increased the wear and tear on sites significantly and the reserves were subject to anti-social behaviour, malicious damage and fly tipping at some sites. The reduction in proactive reserve management through the cessation of volunteer programmes, reduced staffing and work restrictions has resulted in a backlog of maintenance tasks. The spring drought in 2020 exacerbated the Ash Tree Dieback problem on a number of our sites. The fungal disease is characterized by leaf loss and crown dieback in infected trees and a large number of trees have been removed at Brockholes. The disease will result in further tree removal works on other visitor sites in the future.

To add to the year's disruption, Storm Christoph's considerable rainfall resulted in a collapse of the River Alt's embankment on the 20th January 2021. The breach occurred within the boundary of Lunt Meadows Nature Reserve and the majority of the reserve was under several meters of water for most of February estimated as 1 million cubic meters of water. This collapse saved over 400 houses in nearby Maghull from imminent flooding and has led to a review of the site, its layout and future flood prevention role.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2021

Despite Covid 19, the year did have some notable reserve achievements:

- A new Head of Land Management post was created to boost coordination of nature reserves work and to support staff.
- Further woodland thinning at Warton Crag has been undertaken to support woodland structure and rare butterfly habitat.
- The new visitor centre at Mere Sands Wood was clad with batons to provide an attractive and suitably natural appearance for the setting.
- A new 5-year National Lottery Heritage Fund funded project started in December at Lunt Meadows. The project was jointly developed with the Museum of Liverpool and Chester University. The funding will include a new visitor facility, providing schools and community awareness raising programmes focusing on the reserves wildlife and the hunter-gatherer archaeological finds on the site.
- Winmarleigh Moss, near Lancaster, has benefitted from considerable scrub removal and remediate water management works. £270k of capital works (funded by Defra / EA) have just been completed in record time (less than 3 months) at Winmarleigh Moss. 80 hectares directly restored via the funding or 95 hectares if including the buffer area that has benefited indirectly. The works included work to improve hydrology on the SSSI itself and complete restoration of Birch House farm, the adjacent agricultural field which LWT purchased in 2019.
- Little Woolden Moss, near Salford, saw habitat enhancement work and the reintroduction of the rare Large Heath Butterfly after over 100 year's absence.

Habitat and Species Project Work

Awareness raising work on the Lancashire Dunes Project and the 'Connecting to Nature' Project at Heysham Nature Reserve has been severely restricted by restrictions on face to face events and activities. Ever creative, the team went digital and have delivered a host of self-led and downloadable activities for families. The annual Christmas tree planting in the dunes took place in a modified form using staff, but ensured that the effort to stabilize and build the dunes system at St Anne's continued. A grant secured from the Lancashire Environmental Fund is developing a new board walk, access points and interpretation boards in Wyre.

Farming occupies approximately 80% of our land area and many farms have a significant wildlife resource. We were delighted therefore, when the Trust received the go-ahead in June to develop a test of the new Environmental Land Management Scheme (ELM) being developed by the Government to replace the existing European Union scheme for agricultural and agri-environment support. The test focuses on the Peri-urban area of Manchester, we are engaging with farmers and land managers over opportunities to enhance habitat management and connectivity. New farm economic models will be tested through a number of case studies using potential ELM funding and 'top ups' from other income streams.

The Red Squirrel conservation project, Reds United, came to an end during the year and Covid 19 related funding changes caused a rethink of the project that has done so much to maintain the Red Squirrels survival in our area. The Trust's 'Red Alert' local group is helping to raise funds and undertake works and it is hoped that funding can be secured that will provide a more sustainable future for the project.

A small group of volunteers and staff has been exploring the possible reintroduction of Beavers into Lancashire.

Standing Up for Wildlife and the Environment

Wildlife advocacy work had a boost through the relaunch of Lancashire's Local Nature Partnership (LNP) after 7 years of no activity. The Trust is a prominent partner in the initiative and we hope it will give an environmental voice to the County – a function that has been sadly missing with many lost opportunities. The Trust is an established and active partner in the LNPs for Greater Manchester and Liverpool City Region and an active member of a number of other multi-partner initiatives such as the Sefton Coast Landscape Partnership and catchment partnerships.

Our work to comment on and influence the local authority strategic plans continues and included submissions to the Greater Manchester Spatial Strategy consultation. The Trust has also been active in commenting on major infrastructure proposals that will impact on wildlife in areas such as the HS2 rail link and the proposed Mersey barrage. Local campaigning on development proposals puts us in a good position to provide case studies and local insights in our work with The Wildlife Trusts

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

partnership, lobbying National Government for greater protection and resources for wildlife conservation. We have actively supported the consultations on the Marine, Agriculture and Environment Bills that have been working their way towards post Brexit acts during the year.

To inspire people about the natural world and encourage everyone to take action for Wildlife

2020 – 2021 has been an exciting year of growth and change as we have delivered more to a wider range of people despite the global pandemic. Activity has moved to online engagement, and resources that encourage self-guided interaction with nature, have inspired people to use and appreciate the natural world on their doorstep.

At the start of lockdown, we carried out a survey with over 2000 responses that demonstrated the value that people placed on their health through having contact with nature. Led by our My Wild City project, we have sought innovative ways to keep inspiring people about nature during lockdown, and have kept people engaged in new ways. Our work to encourage action for nature in gardens, expanded its reach to all of Greater Manchester and we piloted our first My Wild Garden week of Facebook live videos which were well received by the public. A bid to Cadent was successful for a new My Wild Neighbourhoods project in North Manchester, and our work supporting Sites of Biological Interest (SBIs) in the City has continued. Our Manchester Festival of Nature moved online and enjoyed a much wider reach as a result.

Our ability to adapt quickly to online activities saw the development of videos, social media engagement, zoom workshops, online training, online group activities as well as the development of resources to encourage people to use their gardens and local greenspace for interacting with wildlife. All of our funded projects continued with only a few members of staff placed on furlough that relied on face to face events or the work of partner organisations.

Our Visitor Engagement has continued with quick adaptation of engagement programmes at our key visitor sites (Brockholes and the HIVE at Moss Bank Park) to provide Covid safe self-guided events which allowed families to connect with nature despite restrictions around social contact. All credit to our passionate, enthusiastic and dedicated team and the volunteers that support them.

MyPlace has continued to grow and expand into new areas including Greater Manchester with a new hub in Bury to add to activity in Bolton, and Lancashire Wildlife Trust were actively involved in the bid development of one of the Green Social Prescribing pilots awarded to the Greater Manchester Health and Social Care Partnership. Subsequently the Trust won one of the Test and Learn projects and will play an active role in delivering the training to organisations and groups across Greater Manchester to build confidence, awareness, consistency and an increase in green Social prescribing. A successful bid to the Green Recovery Challenge Fund in Round 1 for just under £250k will see vital activity carry on for another year. Part of this bid includes the recruitment of a Youth Advocacy Officer who will provide dedicated support to our successful Youth Council who are keen to get involved both in campaigning activities and to proactively influence the work of our Trust. As mentioned in the Chair's report, the project has won two awards, the Partnership in Innovation Award and the prestigious Mental Health Innovation of the Year at the Health Service Journal Awards, both a testament to our partnership with Lancashire and South Cumbria NHS Foundation Trust.

This year also saw a funding success with People's Postcode Lottery (PPL) Recovery Fund that will see MyPlace expand across Morecambe Bay into South Cumbria. We will see hubs set up around the Bay in partnership with Cumbria Wildlife Trust and The Eden Project, as well as a wide range of activities that encourage more people to have contact with our Living Seas for our health and wellbeing. This fund will also continue our Living Seas work which has had a number of successes including a Lancashire Environmental Fund application under £20k in partnership with Wyre Borough Council, and a pitch to Veolia for their Enforcement Undertaking donation.

Carbon Landscape has also seen a number of successes including a successful bid to the Deal in Wigan for just over £100k that will see more creative and digital ways to engage wider audiences in our greenspaces. A bid to British Cycling Places To Ride for under £30k was successful which matched with section 106 funding from Wigan Council will see more interactive digital trails and interpretation across our landscape. Natural England also secured over £100k towards activity that will contribute towards an application for National Nature Reserve designation of the Wigan Flashes down to Pennington Flash. Despite lockdown we have engaged a wide range of people, attracting new volunteers, and a programme of activity targeted at young people, all online.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2021

Although much of our practical conservation and events volunteering has been paused, we have maintained contact with everyone and even held our Volunteer Conference online. Volunteers have continued to enjoy contact with nature and have contributed to surveys and campaigns that they have been able to complete from the comfort of their homes and local greenspaces

Education

School visits

We started the year with a huge ambition to centralise our education service and deliver across our 4 sites with one education team (delivering at Brockholes, Moss Bank Park, Education Resource Centre and Mere Sands Wood). Due to the pandemic our visits dropped to record low with only a few happening in October and November. The education team was furloughed for most of the financial year and the team of summer placements, that were recruited, had to be told there was no job this year. Even with the lack of income from schools we managed to hit budget via management fees of other educational projects and use of the government furlough scheme.

Training

We have managed to retain booked participants for all our planned courses however delivery has had to be postponed. By utilising the furlough scheme and with a member of the team leaving, we managed to achieve our budget and move this year's income into next year's budget (21/22).

Nature Friendly Schools (NFS)

As a government backed project, we assumed, we were safe but in February 2021 we had an announcement that year 3 funding was cut and year 2 was not confirmed (year 2 was to commence 1/04/21), this put all trusts and organisations involved into a difficult position. Luckily, we received confirmation of year 2 but unfortunately 2 members of staff had already secured jobs elsewhere. This left us in the position of having to deliver a major project with 2/3 of our trained team having left. We pulled together a team from other areas of the education team to cover the majority of the work but have had to go out for recruitment to ensure we can deliver year 2. On a positive note, we finished year 1 on time and budget and have gained enormous praise from central office (RSWT) in doing this.

Woodland Oasis

Funded via Young Lancashire we have agreed to suspend all operations throughout 20/21 allowing us to extend the project by 12 months.

People's Postcode Lottery (PPL) Manchester

The funder allowed us to put a pause on the project and furlough our staff members, this allowed us to manage the budget and create a small surplus to guarantee our 2021 delivery. As of April 1st we have had the project up and running with the team, back from furlough.

PPL Liverpool

Our project officer left to join the Lunt Meadow Team. We have spoken with the funder and intend to start pushing this project again in September 2021, this will give us time to recruit a new project officer and allow us to give the school a full academic year's delivery.

School Grounds

The team managed to continue throughout the lockdowns as a reduced team and are close to budget with multiple large contracts being retained and pushed into 21/22. The team has had some staff turnover but come June 2021 will be back to full capacity.

Our Trading Subsidiary – Brockholes

Brockholes Enterprise Limited, BELt, was established in 2010 to run commercial activities to generate income for our charitable purposes.

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Pre Covid, we started to analyse our commercial operation in order to maximise the income generated, this resulted in a full review of our offering across retail, catering, conferencing, food and beverage, review of suppliers, policies, processes and procedures and the staffing structure on site at Brockholes and Moss Bank Park.

Car parks and reserves were closed for approximately 3 months during the first lockdown, during this time we had the opportunity to take a step back and analyse our past sales, costs/systems/ways of working. Formulating a new plan that would allow us to re-open successfully, both in terms of customer experience and profit generation. Whilst most of the commercial team were furloughed, we retained a member of staff to manage the rescheduling of existing bookings for conferences and weddings. Protecting the income for the future and working to ensure we were able to support wedding couples through a particularly challenging time.

As well as implementing systems and ways of working regarding finances we also reviewed and implemented new policies and procedures for food handling in the kitchen, Café and Retail settings. This will ensure that as well as generating a healthy income we remain compliant with all health and safety rules and regulations across all sites.

The Brockholes site, completed a restructure in order to ensure tight control of our operating costs and to maximise efficiencies. The site re-opened, with a smaller more skilled team of staff delivering a blended service on site – a seamless integration of retail, catering, weddings and conferencing. The retail shop was closed to allow us to develop the space in line with future plans, limited retail items were merged in with the catering offer. Three, very skilled full-time staff replaced the previous team of roughly 15 in a radical change for our catering offer. We switched from a restaurant concept to a quick, grab and go café concept – offering good honest northern food to go. This proved extremely popular with visitors.

Footfall on sites post lockdown remains strong, both car park and café income were on average better than in previous years. Both footfall and spends performed very well with some record-breaking figures in cafés across all sites throughout the summer and then again in the winter season.

In line with Government restrictions, a few weddings did go ahead, with reduced numbers of 30 for a ceremony only, this unfortunately impacted revenue as large events turned into small ones. We have been able to move most of our bookings into 2021/22 but, alongside conferences not being able to proceed, our income for this financial year took a significant hit.

During January/February/March 2021, catering was mothballed at Brockholes as we moved into another lockdown. This helped us control costs although we did keep our parking and toilet facilities open to the general public. At Moss Bank Park we remained open and again saw strong sales and footfall on site, with the best performing January/February/March to date.

Further work is now being done on-site to continue to maintain this footfall and keep people coming back with more linkup between the commercial operation and the events operations – both helping to drive business into one another and encourage repeat visits.

Parking at Brockholes has done well, we implemented electronic payment methods via the Ringo app to help keep payments contactless and to keep our system up-to-date. This year we took the decision to hold our car parking price at £5 over winter, rather than decrease it. In the lead up to Christmas this helped significantly to recoup losses on income incurred during the first lockdown and in January/February/March, it helped even out the losses associated with reduced visitors during the second lockdown.

Moss bank park was closed and re-opened on the same schedule as Brockholes and has performed well. The café was already run well by the team on site but with some small tweaks and some fantastic engagement work by the Bolton team, we saw revenues quickly recover and then exceed the pre-Covid levels.

Mere Sands Wood commercial development has been slowly and steadily moving along, during lockdown. We invested in improving the car park and have started the internal fittings of the commercial operation on site. We adapted the offering to open over the summer holiday weekends, for coffee, ice creams, drinks and snacks. Feedback for the service has been positive.

Overall, we enter 2021/22 with a positive outlook, despite the pandemic we moved quickly to adapt our offer. We are monitoring all key performance indicators throughout commercial operations. Linking up our sites to improve efficiencies and sharing of knowledge, to improve both sales and profitability. Commercial has now turned the corner and we are confident it will be contributing a healthy income stream to the charity by year end.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2021

Operational objectives

- To be recognised and respected for our work.
- To grow our resources and increase support.
- To ensure the organisation is effective and fit for purpose.

Recognised and respected for our work

The profile for the environment has never been higher, with a growing concern within the general public; now is the time for us to grasp this and continue to engage people with our work and our purpose. We saw an increase in engagement across all of our social media channels throughout 2020, and a real love for nature emerge, as the public turned to their local greenspaces during the lockdowns. The Trust continues to grow presence both through social media and regional television, newspapers and radio. We drove our digital engagement over the year, through a variety of online events and talks, live social media feeds and how to videos, all of which were very well received. We continue to write regular features for key regional titles such as the Manchester Evening News and Lancashire Life Magazine, and our local radio appearances are now occurring on at least a weekly basis. Our My Wild City Project and 30 Days Wild campaigns continue to see a growth in engagement levels, with this year seeing a very successful My Wild Gardens campaign. We were also the leading organisation behind the Manchester Festival of Nature, which saw thousands of people engage digitally in nature activities and talks. Our species reintroduction project, bringing the Large Heath butterfly (The Manchester Argus) back to Manchester's Peatlands was a huge success and generated a wide range of regional and national publicity, alongside a large level of online engagement through live social media events.

Grow our resources

The pandemic has had a significant impact on our fundraising, with our 'in person' fundraising channels being on pause for the majority of the year due to the pandemic. Public anticipation for free parking when joining on one of our reserves, and the VAT barriers around us being able to do so remain a challenge to increasing our supporter numbers. We do know however, that those joining us are committed to our cause. We have seen high levels of members stay with us throughout the pandemic, and their ongoing support has been critical at a time where fundraising has been so limited. We have focused on appeal fundraising and digital membership recruitment this year, which has allowed us to fill some of the hole left by restrictions, but it is likely to take us several years to rebuild our income levels.

Commercially, we have also seen the majority of our income stopped abruptly due to restrictions, some of which remain in place around our income generated by conference and weddings. We have used the closure time wisely, conducting a full review of our approach and offers to ensure we can maximise our income generation potential as restrictions begin to ease. Cost controls as we reopen are critical, as well as re-engaging our audiences and creating a safe environment they can explore. We have been working to increase our catering offer within the Trust and we continue to develop the offers here in line with our core values as a conservation organisation.

Ensure the organisation is effective and fit for purpose

Our new customer relationship management system has now been implemented across membership and volunteering. Training is ongoing, and integration of our communications and donations processing is underway. We have integrated our membership forms on our website with our CRM system. We have also launched a small online shop to help drive income and support in key areas.

GDPR process are taking place annually to ensure we remain compliant. Our mystery shops continue across our face to face recruitment activity to ensure we remain compliant with the Fundraising Regulator, and deliver our promise for respectful fundraising. We have further developed our social media management system, to allow us to respond and manage these channels more effectively. We have also conducted a full review of our legacy administration procedures. We continue to deliver in-house membership recruitment training to ensure all relevant staff are confident and competent in this area.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2021

Fundraising to the public

In order to raise vital unrestricted funds to deliver our core charitable objectives, the Wildlife Trust for Lancashire, Manchester and North Merseyside undertook fundraising to the public this year in the following ways:

Delivered by carefully vetted fundraising professionals:

- Face to Face membership recruitment.
- Door to door membership recruitment.
- Telephone Fundraising.

Delivered by our skilled in-house fundraising team:

- Online membership recruitment (via our website and social media channels).
- Fundraising Appeals (directly to our members, via our website, media and social media channels).
- Legacy Fundraising (directly to our members and to those who have expressed an interest and through advertising in relevant publications).
- Face to face recruitment on reserves (through trained project officers and a dedicated Membership and Visitor Engagement Officer).
- In memory and in celebration donations (via our website).
- General donations (via cash collection boxes, our website and through our membership team).
- Individual fundraising (through Just giving).

Respectful fundraising

The Trust is committed to fundraising in a respectful and appropriate way at all times. We adhere strictly to the guidelines set out by the Charity Commission, ICO, PECR and Fundraising Regulator and have adapted our processes to ensure we are also GDPR compliant under the new legislation.

Keeping high standards

The Trust has a number of ways we ensure very high standards are consistently met:

1. Communication

Good communication is key to maintaining high standards. The Trust upholds this through:

- Regular updates and meetings with our face to face and door to door fundraising teams.
- Open, clear and honest communication through all our fundraising methods directly to the donor.
- A donor care charter, highlighting the standards we will maintain to our donors and potential donors.
- A clear complaints process.
- Clear point of contact within the Trust for all queries from donors.
- Ongoing communication with our donors, so they are aware of how their contributions are being spent.
- Clear process for an individual to stop all fundraising related-contact to them through our in-house channels.

2. Training and Guidelines

- Public fundraiser guidelines are issued, ensuring all fundraising regulations are adhered to from solicitation statements and Identification to protecting vulnerable individuals and appropriate respectful fundraising techniques.
- Initial training is delivered at the point of recruiting the fundraiser, and then enhanced throughout their time with the Trust through regular meetings and communications.
- Formal agreements are in place between all professional fundraisers and the Trust which details the standards required.
- Regular training and monitoring of changes to regulations is ensured to all fundraisers, both professional and within our skilled in-house team.
- Guidelines, policies and procedures around vulnerable individuals are also in place.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2021

3. Monitoring and assessment

The Trust adopts a layered approach to the monitoring and assessment of fundraising. Our public face to face fundraising team are monitored by our in-house membership development officer. All fundraising approaches are agreed on in advance by a skilled team, carefully considering the messaging, approach and ongoing communications. We also use a third party mystery shopper, to monitor our fundraising approaches to the public, and are subject to random checks through the Fundraising Regulator. We take our responsibility as fundraisers very seriously and strive to deliver the best.

4. Complaints

There have been no complaints received by the Trust about activities for the purpose of fund-raising.

5. Protecting Vulnerable Individuals

All our professional fundraisers are fully trained and aware of our process around vulnerable individuals. Should they identify an individual, they are fully trained in how to cease fundraising in a respectful manner. Our public fundraising team also have minimum ages regarding who they will approach.

Financial Review

The year ended 31 March 2021 has been a year where the Trust has continued to stabilise on a number of fronts, including the management of Covid impacts. Our unrestricted net income during the year was £336k, increasing our unrestricted net reserves to £1,314k

Our cash balances have increased by £1.3m to £2.3m. We have also been able to invest in new facilities in some of our Nature Reserves and expand and enhance our activities. Overall we continue to maintain a healthy financial platform from which to move forward in a time of reducing funding opportunities and economic pressures.

Financial Activities

Overall financial activity showed an improvement on the prior year with net incomings of £614k (2020: net outgoings of £8k). This result includes depreciation and amortisation of £594k (2020: £577k).

This turnaround in net outgoings is reflected by a net increase in donations of £131k, offset by reduction in spending supported with CJRS funding of £528k. The operational financial performance of Brockholes has improved in the year, despite a reduction in top line income, delivering a profit for the Trust of £33k (2020: Loss £65k)

Balance Sheet

There was limited fixed asset investment during the year due to Covid impacts, with many programmes being forced to move to the right. Overall investment amounted to £53k, relating to new vehicles £31k and various smaller equipment of £22k. The overall value of fixed assets fell by £541k as a result of depreciation on the existing assets of £564k.

Our Investments rose by £246k, mainly relating to the donation of an Investment portfolio of the same amount. This donation was made without restrictions.

The level of debtors has reduced in the year, reflecting lower activity. Trade creditors has shown an increase, which is related to timing rather than increases in spend.

Cash Flow

Cash balances have increased by £1,326k in the year to £2,287k.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Future Outlook

As the financial year closed we are beginning to see Coronavirus restrictions lifting, our commercial outlets re-opening, with bookings being taken once more for events, conferences and weddings. However, the arrival of another variant to core areas of our patch such as Blackburn and Bolton reminds us that all the visitor-related aspects of our business remain uncertain and subject to change as a result of both the virus and government rules. Our face-to-face fundraising, especially our membership recruitment, has been hard-hit during the pandemic and is still scaled back from pre-pandemic levels.

However, we have used the lockdown to reassess the way in which we conduct areas of our business, and this makes us both more resilient, more efficient, more focussed and more optimistic about the coming year than we were last year. Examples of this on the commercial side include, remodelling catering spaces at Mere Sands Wood and Brockholes to make them more flexible (with the ability to scale up and down more easily depending on visitor numbers). Focusing on the more profitable and Covid-secure takeaway aspects of our food and drink offer. A new visitor facility at Lunt Meadows should be open by the end of this financial year. We have also conducted a number of successful digital/online trials for membership and fundraising, and are investing more on these areas during 2021/2. We have now outsourced our face to face membership recruitment which has helped to reduce our overheads.

The socio-political context in which we operate also feels more positive than it did a year ago. The impacts of Brexit remain uncertain, but the Environment Bill (Act), Peat strategy and Tree strategy all highlight the importance of our work on a bigger stage, and provide new sources of funding for our environmental work, which we feel well-placed to take advantage of: from new grants to Biodiversity Net Gain credits. We continue to participate in the development of The Wildlife Trusts Wilder Carbon which may unlock more sustainable revenue streams for our peatland restoration programmes, as more companies look to fund carbon sequestration initiatives. The value that people place on connection with the natural world has also increased in the last year. A survey we conducted in Manchester reported that, 67% more people had felt the benefits of green places to their lives during lockdown.

Following on from the 2030 strategic framework being agreed by the federation of all 46 Wildlife Trusts, we are embarking on our own Business Plan refresh. This will enable us to develop detailed plans for Nature Recovery, review our project pipeline and project planning process, and ensure that we are investing our financial and human resources more strategically to enable us to become a more financially resilient organisation, and one better placed to deliver our charitable objectives.

Principle Risks and Uncertainties

The Trustees are responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the strategic and operational risks the Charity has and could be exposed to. A risk register is annually reviewed and updates made quarterly. The Trust's senior management team meet every two weeks to discuss any principle risks and how to manage these.

Risk	Mitigations
Coronavirus - impact on cash flow, funding, people and reserves	<ul style="list-style-type: none"> The impact of Covid-19 on all areas of the Trust's work is under constant review, particularly in relation to finances, health and safety of staff, volunteers and all visitors to our sites, and the wellbeing of employees. Limited staff remain on furlough and many others continue to work from home. Staff have been consulted on hybrid working, morale and workload. Business critical services have continued to operate, but going forward changes to processes will be needed to reflect new ways of working. Legacy income is subject to delay because of probate issues.

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<p>Economic pressures, competition and consumer behaviour changes impact negatively on voluntary income</p>	<ul style="list-style-type: none"> • An external organisation has been contracted to deliver face to face fundraising to enable this to start quickly as lockdowns come to an end. This also mitigates compliance issues with written fundraising agreements in place. • Online member engagement during lockdown has been high and membership retention rates remain steady. • Campaigns on the importance of caring for nature will be launched during 2021. Increasing interest from potential corporate members will be prioritised.
<p>Cash flow and income generation continues to dominate our current risk analysis. Loss of income caused by the impact of Coronavirus has added to potential income loss due to changes in public sector and EU funding</p>	<ul style="list-style-type: none"> • The new Finance Director has been reviewing internal controls and identifying gaps to be filled. Advantage will be taken of further capabilities within the new finance system, including improved project reporting and forecasting. • New sources of income are always pursued, including innovative financing around carbon capture. The new Environment Bill landscape will provide many opportunities around bio-diversity net gain and nature-based solutions. • Monitoring the development of the Environmental Land Management Scheme continues. • The new Commercial Director has introduced a new back to basics approach on catering and retail, alongside close monitoring of sales, spends and cost control which has increased profitability and this focus will continue.
<p>Attracting, developing and retaining talented staff, combined with the reliance on significant levels of stalwart volunteer support</p>	<ul style="list-style-type: none"> • The focus will continue on staff and volunteers post lockdown. Volunteering is being re-introduced slowly to ensure health and safety issues are covered. New ways of working for staff are being considered for the medium term. • Our brand in the recruitment marketplace is good and the trust generally attracts a good range of applicants. • Work has begun on Equality, Diversity and Inclusion strategies for staff, volunteers and beneficiaries to broaden our reach and inclusivity. • A job evaluation panel will be conducting a review of internal bands and benchmarking against comparable organisations. • Employee well-being will be a focus for 2021/22 in view of the impact of the last 12 months.
<p>Child welfare/Safeguarding of vulnerable persons</p>	<ul style="list-style-type: none"> • There remains a trustee with specific responsibility for Safeguarding, and Council receives an annual report covering incidents, actions and training. • A stand-alone Safeguarding committee has been established, alongside a Safeguarding lead officer and deputy. Safeguarding refresher training is currently taking place and diarised for the next 6 months. • The Safeguarding policy has had a 12-month review and updates agreed by Council. • Risk assessments are now well established, alongside a reporting system for concerns.
<p>Climate change undermines habitat management basis</p>	<ul style="list-style-type: none"> • Susceptible habitats identified and significant impacts are being managed as far as possible. • Working with partners, such as the Environment Agency on areas prone to flooding. • Ready to respond to issues arising, e.g. increasing numbers of fires on peatlands.
<p>Successful challenge-funded projects fail to develop legacy funding and end. Key contributions to LWT's activities cease.</p>	<ul style="list-style-type: none"> • Some success in developing legacy funding, e.g. for MyPlace. • Project managers continue to try to identify options for further partnerships to continue significant projects. Culture of continuation and looking to the future continues, but Coronavirus has diverted funding away from the environment towards health-related issues.
<p>Insufficient capacity to deliver strategy/business plan objectives. Excessive workloads & Impact of Coronavirus</p>	<ul style="list-style-type: none"> • Multiple lockdowns, anti-social behaviour on reserves and furlough have all impacted on capacity and staff wellbeing. Normal tasks are being re-formulated and prioritised to ensure they are realistic in the new environment. • Work has begun on the new 2021 5-year strategy and this will result in clear objectives to take forward in the "new normal".

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Safety, Health and Environmental Performance (SHE)

The Safety, Health and Environment (SHE) Committee is responsible to support the CEO, Trustees, Management and Employees for the delivery of SHE within the Trust.

The 2020-2021 period has been exceptionally challenging for the Trust due to the Covid-19 pandemic. The year required a significant Trust-wide effort to help manage the risks in a controlled and well-informed manner. Our nature reserves were very popular during the lock down and movement restrictions, providing a local high quality exercise and leisure opportunity. Wear and tear on reserve infrastructure was significant and we did see an increase in damage, litter and dog fouling. The Covid-19 pandemic reduced Trust work programmes but where we were able to offer activities, these were heavily amended to conform to Government guidance.

In June 2020, the Trust received a letter from the Health and Safety Executive regarding the accidental death of a volunteer at Mere Sands Wood Nature Reserve in 2018. This letter confirmed that there was to be no enforcement action and the closure of the HSE investigation.

There were no RIDDOR reportable accidents during the 2020-2021 period. There was one Lost Time Injury of 5 days recorded as a result of vegetation being flicked into a staff members eye and they have since fully recovered.

Staff and volunteers receive regular 'best practice' communications from the SHE Advisor with key 'lessons learned' to make staff aware of and encourage contributions towards, continual improvements to their work and trust systems.

The SHE Advisor works with the Trust's SHE Committee to review and update documentation, undertake audits and provide training. A new Risk Assessment and Method Statement (RAMS) system was introduced through documentation, training and officer support.

The Ash tree dieback problem intensified due to the early 2020 drought and an assessment of the scale of the issue on our land holdings initiated. Significant numbers of diseased trees have been removed from the Brockholes reserve as a public health measure.

To help with reducing the Trust's environmental impact, the carbon footprint of the organisation was calculated during the year. This considered the resource use of staff and volunteers. Work will continue with the development of a strategy and action plan to reduce and offset emissions.

Investment policy

The Trustees have an investment policy in place that allows them to employ a specialist investment management company to manage the Trust's investment funds. This company is charged with investing the funds in a portfolio of socially responsible collective investments that maximise the total return from the charity's investments with a moderate level of risk. The performance of the investment fund is reviewed on a regular basis and is measured against overall market performance. In the event of under-performance, the Trustees would consider placing the investment elsewhere.

The Trust's investments include a restricted fund which was established to provide income to support the maintenance of Freemans Pool, a parcel of land near Heysham. They also include a large donation to the Trust made in response to the Covid pandemic to protect the Trust's work. This is currently held as part of the Trust's general financial reserves.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2021

Financial Reserves

The Trust's financial reserves are made up of permanent endowment funds of £645k (2020: £673k), and a variety of restricted and unrestricted funds. Total funds as at the 31st March 2021 were £12,840k (2020: £12,226k).

Restricted Funds

The Trust has a number of restricted funds where the donor restricts the purpose for which the funds can be used. As at 31st March 2021 restricted funds were £10,883k (2020: £10,575k) including fixed assets of £6,853k. Further details of these funds and the purposes for which they are intended are provided in note 23.

Unrestricted Funds

The remainder of the Trust's funds is held in a general unrestricted fund, which as at 31st March 2021 was £1,313k (2020: £978k).

Reserves policy

The Trust has established a financial reserves policy to cover for unexpected reductions in short-term income. Under the policy the Trust aims to hold sufficient unrestricted reserves in sufficiently liquid form (i.e. as net current assets) to enable it to cover 3 months of core operating expenditure (excluding depreciation). Core operating expenditure excludes expenditure funded by restricted or endowment funds. Based on the budget for the coming year the Trust has calculated that the level of reserves required under this policy to be approximately £798k. At 31st March 2021 the Trust had £821k (2018: £556k) of unrestricted net current assets, which is just over the 3 months holding requirement.

Remuneration Policy

The Trust is committed to ensuring that we pay our staff fairly and in a way that ensures we attract and retain the right skills to have the greatest impact in delivering our charitable objectives. The Human Resources Manager undertakes comparisons with other public sector and charitable organisations, particularly other Wildlife Trusts, to benchmark salaries in combination with an internal benchmarking system.

The overall objective of the policy is to ensure that staff are provided with appropriate incentives to encourage performance and, in a fair and responsible manner, be rewarded for their individual contributions to the success of the Trust.

Structure, Governance and Management

Legal Entity

The Lancashire Wildlife Trust Limited is a company limited by guarantee and is a registered Charity. The Group includes Lancashire Wildlife Trust's subsidiary company Brockholes Enterprises Limited.

Governing Document and Constitution

The Charity is governed by the Articles and Memorandum of Association for the incorporated company. The governing document instructs the Trustees to act in a way to promote the objects of the Charity for public benefit.

Organisation Structure

The management of the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

A Board of Trustees consisting of up to 30 Trustees, governs the Trust. Trustees are elected at the Annual General Meeting in accordance with the Memorandum and Articles of Association. Trustees can also be co-opted by Council and serve until the

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

next Annual General Meeting. The Trustees, are Trustees of the Charity (according to charity regulations) and serve as the directors of the Company for the purpose of the Companies Act and are the officers of the Company. The Trustees are responsible for all policymaking and budgetary decisions. A new Chief Executive was appointed by the Trustees in December, to manage the day-to-day operations of the Trust, including management of staff.

In addition to the Board meetings, the Charity has established the following advisory groups and committees:

- Management Action Group
- Finance Sub Committee
- Human Resources Sub Committee
- Safety, Health and Environment Committee
- Conservation Sub Committee
- Succession/Nomination Sub Committee
- Risk & Governance Committee

Other sub groups/task and finish groups are commissioned as required by the Trustees. In March 2021, The Trustees commissioned a new sub-committee to focus on risk, governance and compliance issues. The group is still in the development stage.

Method of election of Trustees

Trustees have a recruitment and retirement policy, in line with the policy, two co-opted members were elected at the Annual General Meeting of the Charity in October. Another member was co-opted in January in line with the Charity's Articles of Association. The new system has helped to increase skills and diversity on the Board. All Trustees must now stand for re-election every 3 years and now have limited terms in office as Trustees, serving a maximum of 9 years except in extenuating circumstances that best serve the interests of the Trust.

Induction and training of Board members

Trustees' skills are reviewed regularly as part of the recruitment process to ensure a broad and balanced group. A new induction pack was further developed with Trustee input. The Chair has held Trustee only sessions to further develop the Board and focus it strategically. Trustees have access to a Trustee Team site with additional information on the Trust, Charity Commission guidance and communication options.

Related parties

The Charity is a member of the Wildlife Trusts Partnership (registered as the Royal Society of Wildlife Trusts, registered charity number 207238), which acts as an umbrella body carrying out lobbying and public relations on behalf of all 47 Wildlife Trusts. Partners have the use of the Wildlife Trusts' logo and benefit from the resources, best practice and speciality experience of other member trusts. Membership gives the Charity a national voice and profile, as well as respectability by association for those unfamiliar with our particular work.

The Charity is a member of Lancashire Environmental Fund Limited ("LEF") with the power to appoint one Trustee to the Board. Full details of transactions with LEF are given in note 31 to the financial statements.

Statement of the Board's responsibilities

The Trustees (who are also directors of Lancashire Wildlife Trust Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

The members of Board who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the members of Board have confirmed that they have taken all steps that they ought to have taken as members of the Board in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Report of the Members of Board, which includes the Strategic Report on pages 4 to 19, were approved by the Board on 23rd September 2021 and signed on their behalf:



Steve Garland, Chairman

**INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31st MARCH 2021****Independent Auditor's Report to the Members and Trustees of The Lancashire Wildlife Trust Limited.**

We have audited the financial statements of The Lancashire Wildlife Trust Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, and of the group's 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and 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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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 (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 18, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations and fraud;
- Challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to provisions and future performance in light of the impact of Covid 19;

- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness; and
- Reviewing board minutes and resolutions

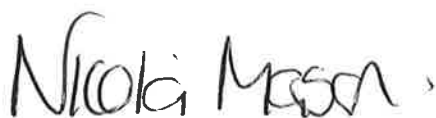
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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 and to the charitable company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 charitable company and the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola Mason (Senior Statutory Auditor)

for and on behalf of MHA Moore and Smalley

Chartered Accountants

Statutory Auditor

Richard House

9 Winckley Square

Preston

PR1 3HP

Date: 4/10/21.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Income and endowments from:						
Donations and legacies	2	1,125	348	-	1,473	1,342
Charitable activities	3	602	2,728	-	3,330	3,769
Other trading activities	4	683	5	-	688	1,127
Investments	5	24	-	-	24	22
Other	6	-	528	-	528	-
Total		2,434	3,609	-	6,043	6,260
Expenditure on:						
Raising funds	7	1,074	67	4	1,145	1,787
Charitable activities	8	990	3,234	24	4,248	4,423
Other	9	42	-	-	42	43
Total	10	2,106	3,301	29	5,436	6,253
Net incoming / (outgoing) resources Before other recognised gains & losses		328	308	(29)	607	7
Net (losses)/gains on investments		5	0	0	5	(15)
Net income / (expenditure)		333	308	(29)	612	(8)
Transfers between funds		-	-	-	-	-
Net movement in funds		333	308	(29)	612	(8)
Reconciliation of funds						
Total funds brought forward	24	978	10,575	673	12,226	12,234
Total funds carried forward		1,311	10,883	644	12,838	12,226

The statement of financial activities contains all gains and losses for the year and all activities relate to continuing operations. The profit for the purposes of the Companies Act 2006 is the net incoming resources before unrealised losses/gains.

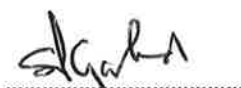
A full breakdown of the comparative figures is given in note 31.

The notes on pages 23 to 43 form part of these accounts

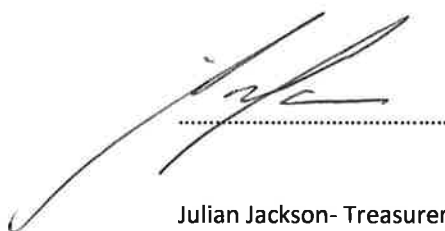
**CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31ST MARCH 2021**

	Notes	Group		Charity	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed assets:					
Intangible fixed assets	14	50	58	42	47
Tangible fixed assets	15	6,853	7,386	6,825	7,339
Heritage assets	16	3,133	3,133	3,133	3,133
Investments	17	459	213	459	213
Total fixed assets		10,495	10,790	10,458	10,732
Current assets:					
Stocks	19	16	32	0	3
Debtors	20	949	1,342	904	1,281
Cash at bank and in hand		2,287	962	2,268	947
Total current assets		3,252	2,336	3,172	2,231
Liabilities:					
Creditors: falling due within one year	21	(909)	(793)	(871)	(856)
Net current assets		2,343	1,543	2,300	1,375
Creditors: falling due after more than one year	23	0	(107)	0	(107)
Total net assets		12,838	12,226	12,759	12,000
The funds of the charity:					
Endowment funds	24	644	673	644	673
Restricted funds	24	10,883	10,575	10,883	10,575
Unrestricted funds	24	1,311	978	1,232	752
		12,838	12,226	12,759	12,000

These accounts were approved by the Board on 23rd September 2021.



Steve Garland - Chair



Julian Jackson - Treasurer

The notes on pages 23 to 43 form part of these accounts

Company number 00731548

CONSOLIDATED CASH FLOW STATEMENT
YEAR ENDED 31st MARCH 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Cash flows from operating activities:					
Net cash provided by operating activities	29		1,619		313
Cash flows from investing activities:					
Dividends, interest and rents from investments		5		4	
Purchase of property, plant and equipment		(246)		(995)	
Purchase of intangible assets		(53)		(16)	
Sale of Heritage Assets		-		25	
Net cash used in investing activities			(294)		(982)
Cash flows from financing activities:					
Loan repayment		-		(75)	
Net cash used in financing activities			-		(75)
Change in cash and cash equivalents in the reporting period			1,325		(744)
Cash and cash equivalents at the beginning of the reporting period	30		962		1,706
Cash and cash equivalents at the end of the reporting period			2,287		962

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2021

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Trustees confirm that the Charity is a public benefit entity.

The Trustees have considered the appropriateness of the going concern assumption and believe it is appropriate to prepare the financial statements on this basis due to the Trust's level of reserves and agreed funding.

The Covid pandemic has had a major impact on the Trust since March 2020. Trading activities, visitor income and many projects were paused or restricted throughout the year due to lockdowns and restrictions on face-to-face contacts. This posed a significant risk to the Trust's finances. The Trust Management took immediate action to reduce costs and to furlough staff whilst maintaining essential activities such as livestock care. As restrictions have been lifted activities have re-commenced albeit in a Covid safe way.

The prompt action taken by Management and Staff, the receipt of a large donation and the benefit of the government business support schemes have mitigated the impact of the pandemic on the Trust's finances. These are stronger than at the start of the financial year.

1.2 Group accounts

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The charity has availed itself of Paragraph 4(1) of Schedule 1 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

1.3 Company status

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the Trust.

1.4 Fund accounting

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

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

Endowment funds are capital funds which the Charity is legally prevented from spending and must retain intact as part of the Charity's capital. The permanent endowment fund is represented by the nature reserves of the Charity and the expendable endowment fund is represented by The Barn Resource Centre, and land at Freeman's Pool.

Investment income, gains and losses are allocated to the appropriate fund.

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)****1. ACCOUNTING POLICIES (continued)****1.5 Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Restricted income is included in the restricted income and expenditure account when receivable.

Each legacy and bequest entitlement is recognised as an incoming resource once a reasonably reliable estimate of its value can be made and when it is reasonably certain of the ultimate receipt. Where the Trust is left part of the residue of the estate, recognition is normally the date when payment or a letter of notification from the solicitor advising of the likely amount is received.

Grants receivable for activities are credited to income upon entitlement.

Contract income comes from a number of sources, including income from companies who request data and information, and from government bodies. Payments generated from an invoice are treated as contract income and are recognised in the year they are earned rather than received.

Donations are recognised as income when the donation is made.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Intangible income, which comprises donated services, is included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party.

1.6 Resources expended

Expenditure is recognised when it is incurred and is reported gross of related income in the following bases:

Cost of generating funds comprises the costs associated with attracting voluntary income and the costs of other income generation.

Charitable expenditure comprises direct expenditure including direct staff costs attributable to the Charity's activities. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources as detailed below.

Governance costs include those costs incurred in the governance of the Charity's assets and are associated with constitutional and statutory requirements.

Support costs include the central functions and have been allocated to activity cost categories on the basis of staff numbers. All support costs have been treated as unrestricted expenditure as they relate to the overall running of the Charity.

1.7 Intangible fixed assets

Intangible assets comprise cost of computer systems. Intangible fixed assets are amortised over 10 years.

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2021 (continued)**

1. ACCOUNTING POLICIES (continued)

1.8 Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised at cost.

Depreciation is not provided on freehold and long leasehold land or land acquired by the Trust for nature reserves. Long leasehold is considered to have a useful life of more than fifty years.

Depreciation is provided on all tangible fixed assets, other than land and nature reserves, at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Land and buildings	-	4% - 20%	straight line
Motor Vehicles	-	33 ⅓%	straight line
Furniture, fittings and equipment	-	20%	straight line

Donated assets, other than nature reserves, are included at fair value at the date of acquisition.

1.9 Heritage assets

The Charity's objects include the conservation of nature for the purpose of study and research and to educate the public in the understanding and appreciation of nature, the awareness of its value and the need for its conservation. As such the Charity owns and maintains a number of nature reserves that fall into the definition of heritage assets in accordance with Charity SORP. These assets have been capitalised at cost at the date of acquisition, and being land in nature, have not been depreciated.

The costs of maintaining the heritage assets are expensed through the Statement of Financial Activities as incurred, as part of the Trust's charitable activities.

1.10 Investments

Investments held in the nature of fixed assets are stated at market value. Gains and losses on disposal and revaluation are credited/charged to the Statement of Financial Activities in the year in which they arise.

1.11 Stocks

Stock is valued at the lower of cost and net realisable value.

1.12 Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

1.13 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

1.14 Critical accounting estimates and areas of judgement

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will be, by definition, seldom equal to the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year are discussed below:

Useful economic life of tangible fixed assets

The useful economic life of tangible fixed assets is judged at the point of purchase.

As standard, a useful economic life of 5-25 years is set for land and buildings, 3 years for motor vehicles and 5 years for furniture, fittings and equipment.

There are no critical areas of judgement.

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

2. Donations and legacies

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Membership	981	-	-	981	986
Donations	106	347	-	454	242
Legacies	31	-	-	31	111
Donated goods and services	3	-	-	3	-
Other	3	-	-	3	3
	1,125	348	-	1,473	1,342

3. Charitable activities

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Grants	260	2,461	-	2,721	2,827
Primary purpose trading	342	267	-	609	942
	602	2,728	-	3,330	3,769

The following grants are included in the restricted funds in the consolidated of financial activities and as a funding requirement are highlighted below:

Conservation & Reserves Management

- National Lottery Heritage Fund – Carbon Landscape Capture -£89,068

Education

- National Heritage Green Recovery Challenge Fund – My Place - £109,150
- National lottery Community Fund – My Place - £39,919
- Community Foundation Lancashire -My Place - £3,759

People Engagement

- Esmee Fairbairn Foundation – My Wild City £60,000

General Support

- National Lottery Heritage – Emergency Grant - £45,600
- Esmee Fairburn Foundation – Covid-19 Fast Response - £35,000

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2021 (continued)**

4. Other trading activities

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Brockholes visitor centre	621	-	-	621	1,027
Visitor centre shops	4	-	-	4	13
Rent and room hire	12	-	-	12	24
Other	46	5	-	49	63
	683	5	-	688	1,127

5. Investment income

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Interest	24	-	-	24	18
Dividends	-	-	-	-	4
	24	-	-	24	22

6. Other Income

Other Income of £528k represents claims made through the Government CJRS the year.

7. Expenditure on raising funds

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Brockholes visitor centre	609	-	-	609	1,094
Membership recruitment	79	-	2	81	229
Marketing and advertising	367	38	2	406	425
Other	19	30	-	49	39
	1,074	67	4	1,145	1,787

8. Expenditure on charitable activities

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Operations and people engagement	221	1,546	10	1,777	1,774
Conservation	651	811	10	1,472	1,420
Education	118	877	4	999	1,229
	990	3,234	24	4,248	4,423

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2021 (continued)**

8. Expenditure on charitable activities (continued)

	Direct Costs £'000	Support £'000	2021 £'000	2020 £'000
Operations and people engagement	1,625	152	1,777	1,774
Conservation	1,316	157	1,472	1,420
Education	929	70	999	1,229
	3,869	379	4,248	4,423

9. Other expenditure

	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
RSWT levy	42	-	-	42	41
Loan interest	-	-	-	-	2
	42	-	-	42	43

10. Total expenditure

	Direct Staff Costs £'000	Other direct costs £'000	Support £'000	Governance £'000	2021 £'000	2020 £'000
Raising funds	604	429	110	8	1,150	1,787
Operations and people engagement	782	827	147	5	1,761	1,774
Conservation	653	660	151	6	1,470	1,420
Education	685	259	67	3	1,014	1,229
Other	-	42	-	-	42	43
	2,723	2,216	475	21	5,436	6,253

Total resources expended are stated after charging:

	2021 £'000	2020 £'000
Auditors remuneration		
- audit	11	11
- taxation services	1	1
Depreciation	588	570
Amortisation	6	7
Loss on disposal of tangible fixed assets	0	1
Amounts payable under operating leases	3	3

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021 (continued)**

11. Analysis of support costs

	Raising funds £'000	Operations and people engagement £'000	Conservation £'000	Education £'000	Total £'000	Basis
Finance	20	46	47	20	133	(1)
Human Resources	27	20	21	10	78	(2)
Management	41	29	31	15	116	(2)
Governance	8	5	6	3	21	(2)
Premises	15	36	36	15	102	(1)
IT	7	16	16	7	44	(1)
	118	151	157	70	496	

(1) Estimated % of Charity only activities

(2) Estimated % of total Group activities

12. Staff costs

	2021 £'000	2020 £'000
Salaries and wages	2,785	3,154
Redundancy payments	14	0
Social security costs	225	238
Other pension costs	114	125
	3,138	3,517

The average number of employees, calculated on a head count basis, analysed by function was:

	2021	2020
Operations and people engagement	37	48
Conservation	25	25
Education	32	33
Fundraising	14	12
Brockholes visitor centre	30	46
Management and administration	15	15
	152	179

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021 (continued)**

12. Staff costs (continued)

We rely on volunteers to help in all aspects of our work particularly for practical conservation work, administration and fundraising.

Board's and employees' emoluments

Members of the Board did not receive any remuneration or benefits in kind during the period. Costs incurred by the Board travelling on Trust business and reimbursed to them amounted to £0 (2020: £0).

Total donations received from Members of the Board were £22,000 (2020: donations totalling £1,000)

Total remuneration of key management personnel in the period was as follows:

	2021	2020
	£'000	£'000
Salaries and wages	437	324
Social security costs	40	35
Other pension costs	41	60
	518	419

13. Pension arrangements

The charity operates a group personal pension scheme for its employees. The assets of the scheme are held separately from those of the charity. In addition, the Charity partakes in the "auto-enrolment" pension scheme for staff not members of the company scheme. The annual contributions payable are charged to the Statement of Financial Activities in the year incurred.

Historically the Trust has an obligation for one ex-member of staff who is part of the Wildlife Trust's multi-employer defined pension scheme. The underlying assets and liabilities of the scheme cannot be identified on a reasonable and consistent basis and the scheme is accounted for as a defined contribution scheme. Based on the last valuation at 1 April 2016, the Trust's share of the scheme deficit amounted to approximately £8k (2020: £8k) and provision has been made in the accounts for this amount which is included in creditors. At 31 March 2021, there is a possibility that the Trust's liability is more than £8k. The amount of the additional contingent liability cannot be quantified at present but is not believed to be material.

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

14. Intangible fixed assets

Group

	Computer Systems £'000	Total £'000
Cost		
At 1 st April 2020	68	68
Additions	-	-
Disposals	-	-
At 31st March 2021	68	68
Depreciation		
At 1 st April 2020	10	10
Charge for year	8	8
Disposals	-	-
At 31st March 2021	18	18
Net book value		
At 31st March 2021	50	50
At 31 st March 2020	58	58

Charity

	Computer Systems £'000	Total £'000
Cost		
At 1 st April 2018	54	54
Additions	-	-
Disposals	-	-
At 31st March 2019	54	54
Depreciation		
At 1 st April 2018	7	7
Charge for year	5	5
Disposals	-	-
At 31st March 2019	12	12
Net book value		
At 31st March 2021	42	42
At 31 st March 2020	47	47

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2021 (continued)**

15. Tangible fixed assets

Group

	Freehold Buildings £'000	Motor Vehicles £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost				
At 1 st April 2020	11,606	303	1,349	13,258
Additions	-	31	22	53
Disposals	-	(6)	(13)	(18)
At 31st March 2021	11,606	329	1,358	13,293
Depreciation				
At 1 st April 2020	4,495	227	1,150	5,872
Charge for year	474	46	67	587
Disposals	-	(5)	(13)	(18)
At 31st March 2021	4,969	268	1,204	6,441
Net book value				
At 31st March 2021	6,637	61	155	6,853
At 31 st March 2020	7,111	76	199	7,386

Charity

	Freehold Buildings £'000	Motor Vehicles £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost				
At 1 st April 2020	11,606	303	1,173	13,082
Additions	-	31	22	53
Disposals	-	(6)	(13)	(18)
At 31st March 2021	11,606	329	1,182	13,117
Depreciation				
At 1 st April 2020	4,495	227	1,021	5,743
Charge for year	474	46	47	567
Disposals	-	(5)	(13)	(18)
At 31st March 2021	4,945	268	1,056	6,292
Net book value				
At 31st March 2021	6,637	61	126	6,825
At 31 st March 2020	7,111	76	152	7,339

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2021 (continued)**

16. Heritage assets – Group and charity

The Trust's nature reserves are held to advance the conservation objectives of the charity and therefore are recognised as Heritage assets. Such assets are central to the achievements of the Trust. Purchased heritage assets are included in the balance sheet at cost.

Five-year summary of heritage asset transactions.

	2021 £'000	2020 £'000	2019 £'000	2018 £'000	2017 £'000
Cost brought forward	3,133	2,778	2,778	2,778	2,778
Purchases in year	-	380	-	-	-
Disposals in year	-	(25)	-	-	-
Cost carried forward	3,133	3,133	2,778	2,778	2,774

It is not practical to separately identify the amount spent on maintaining these assets as it is so integral to the general work of the Trust.

17. Investments

Group and charity

The Trust has one externally managed mixed fund whose purpose is to generate income to support the maintenance of its reserve at Freemans Pool. The movement in that fund during the year was:

	£'000
Market value at 1 st April 2020	213
Additions	247
Movement in valuation from investment management	(1)
Market value at 31st March 2021	459

Analysis of investments by category of holding:

	2021 £'000	2020 £'000
Collective investment funds	452	204
Cash held as part of the portfolio awaiting re-investment	7	9
	459	213

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

17. Investments (continued)

Analysis of investment by location:

	2021 £'000	2020 £'000
Funds Invested in UK	263	120
Funds Invested outside UK	196	93
	459	213

18. Trading company

The charity is the sole member of a company limited by guarantee, Brockholes Enterprises Limited, and has control of all of the voting rights of that company. It is registered in England and Wales.

The company's objective is to raise funds for the Trust through commercial activities. These include car-parking, retail and catering services at the Brockholes Visitor Centre and Mere Sands Wood Nature Reserve and catering services at Moss Bank Park. It is intended to expand these activities to other Trust sites when and if opportunities arise.

A summary of its financial affairs is as follows:

	2021 £'000	2020 £'000
Turnover	621	1,026
Other income	-	-
Total income	621	1,026
Overheads	(591)	(1,092)
Loss before interest	30	(65)
Interest payable / receivable	3	-
Profit / (Loss) for the year	33	(65)

	£'000	£'000
Total net assets	259	226

For more information on Brockholes performance please refer to the Brockholes accounts.

19. Stocks

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Visitor centre retail and food stocks	16	32	-	3

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

20. Debtors

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	234	460	234	446
Prepayments and accrued income	704	879	670	835
Other debtors	11	3	-	-
Amounts due from subsidiary undertaking	-	-	-	-
	949	1,342	904	1,281

21. Creditors: Amounts falling due within one year

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	393	315	370	232
Social security and other taxes	58	56	58	56
Accruals and deferred income	173	318	132	301
VAT	39	43	26	28
Other creditors	245	61	245	61
Loan due to RSWT	0	-	0	-
Amounts owed to subsidiary undertaking	0	-	40	178
	909	793	871	856

22. Deferred income

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Deferred income at 1 April	6	34	6	34
Released from previous years	(6)	(34)	(6)	(34)
Resources deferred in the year	4	6	4	6
Deferred income at 31 March	4	6	4	6

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

	2021 £'000	2020 £'000
Charity		
Loan due to RSWT	-	100
Other Creditors	-	7
	-	107

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

24. Statement of funds

Group - Current Year	Balance as at 1st April 2020 £'000	Total income £'000	Total expenditure £'000	Net losses on investments £'000	Transfers £'000	Balance at 31st March 2021 £'000
Unrestricted						
General funds	978	2,434	(2,106)	5	-	1,311
Restricted						
Raising funds	288	40	(67)	-	-	261
Operations and people engagement	9,303	1,337	(1,546)	-	-	9,094
Conservation	872	1,018	(811)	-	-	1,079
Education	112	1,214	(877)	-	-	449
	<u>10,575</u>	<u>3,609</u>	<u>(3,301)</u>	<u>0</u>	<u>-</u>	<u>10,883</u>
Endowment						211
Permanent endowment funds	211	-	-	-	-	211
Expendable endowment funds	462	-	(29)	-	-	433
	<u>673</u>	<u>-</u>	<u>(29)</u>	<u>-</u>	<u>-</u>	<u>644</u>
Total funds	12,226	6,043	(5,436)	5	-	12,838

Group - Prior Year	Balance at 1st April 2019 £'000	Total income £'000	Total expenditure £'000	Net losses on investments £'000	Transfers £'000	Balance at 31st March 2020 £'000
Unrestricted						
General funds	1,019	3,591	(3,634)	-	2	978
Restricted						
Raising funds	166	140	(16)	-	(2)	288
Operations and people engagement	9,416	1,297	(1,410)	-	-	9,303
Conservation	801	433	(362)	-	-	872
Education	120	795	(803)	-	-	112
	<u>10,503</u>	<u>2,665</u>	<u>(2,591)</u>	<u>-</u>	<u>(2)</u>	<u>10,111</u>
Endowment						
Permanent endowment funds	211	-	-	-	-	211
Expendable endowment funds	501	4	(28)	(15)	-	462
	<u>712</u>	<u>4</u>	<u>(28)</u>	<u>(15)</u>	<u>-</u>	<u>673</u>
Total funds	12,234	6,260	(6,253)	(15)	-	12,226

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2021 (continued)

24. Statement of funds (continued)

	Balance as at 1st April £'000	Total income £'000	Total expenditure £'000	Net losses on investments £'000	Transfers £'000	Balance at 31st March 2021 £'000
Charity - Current Year						
Unrestricted						
General funds	752	1,851	(1,377)	5	-	1,232
Restricted						
Raising funds	288	40	(67)	-	-	261
Operations and people engagement	9,303	1,337	(1,546)	-	-	9,094
Conservation	872	1,018	(811)	-	-	1,079
Education	112	1,214	(877)	-	-	449
	<u>10,575</u>	<u>3,609</u>	<u>(3,301)</u>	<u>0</u>	<u>-</u>	<u>10,883</u>
Endowment						
Permanent endowment funds	211	-	-	-	-	211
Expendable endowment funds	462	-	(29)	-	-	433
	<u>673</u>	<u>-</u>	<u>(29)</u>	<u>-</u>	<u>-</u>	<u>644</u>
Total funds	12,000	5,460	(4,706)	5	-	12,759

	Balance at 1st April 2019 £'000	Total income £'000	Total expenditure £'000	Net losses on investments £'000	Transfers £'000	Balance at 31st March 2020 £'000
Charity - Prior Year						
Unrestricted						
General funds	728	2,626	(2,604)	0	(8)	752
Restricted						
Raising funds	166	140	(16)	-	8	288
Operations and people engagement	9,416	1,297	(1,410)	-	-	9,303
Conservation	801	433	(362)	-	-	872
Education	120	795	(803)	-	-	112
	<u>10,503</u>	<u>2,665</u>	<u>(2,591)</u>	<u>0</u>	<u>8</u>	<u>10,575</u>
Endowment						
Permanent endowment funds	211	-	-	-	-	211
Expendable endowment funds	501	4	(28)	(15)	-	462
	<u>712</u>	<u>4</u>	<u>(28)</u>	<u>(15)</u>	<u>-</u>	<u>673</u>
Total funds	11,943	5,295	(5,223)	(15)	-	12,000

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

Endowment Funds

The permanent endowment fund is represented by certain nature reserves of the Charity. The expendable endowment fund is represented by the construction of The Barn Resource Centre and the endowment detailed in Note 16 above

Restricted Funds

The balances on the restricted funds comprise:

- The balance of restricted income yet to be expended in the delivery of the projects specified in the funding application; and
- The net book value of fixed assets funded by restricted income.

Due to their number it is not practical to provide information for all projects. The balance at 31st March 2021 includes:

- Net book value of Brockholes Visitor Centre £ 6,117,400
- Mosslands Nature Reserves £ 1,334,000
- Net book value of Bolton Environmental Resource Centre £ 517,600

26. Analysis of net funds between funds

Group

Current Year	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Intangible fixed assets	47			50	58
Tangible fixed assets	103	6,544	209	6,853	7,386
Heritage assets	345	2,576	212	3,133	3,133
Investments	246		213	459	213
Net current assets	570	1,763	10	2,344	1,543
Long term liabilities				0	(107)
	1,311	10,883	644	12,838	12,226

Group

Prior Year	Unrestricted £'000	Restricted £'000	Endowment £'000	2020 £'000	2019 £'000
Intangible fixed assets	58	-	-	58	46
Tangible fixed assets	137	7,011	238	7,386	7,345
Heritage assets	345	2,576	212	3,133	2,778
Investments	-	-	213	213	228
Net current assets	545	988	10	1,543	1,937
Long term liabilities	(107)	-	-	(107)	(100)
	978	10,575	673	12,226	12,234

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

26. Analysis of net funds between funds (continued)

Charity

Current Year	Unrestricted £'000	Restricted £'000	Endowment £'000	2021 £'000	2020 £'000
Intangible fixed assets	42	-	-	42	47
Tangible fixed assets	72	6,544	208	6,825	7,339
Heritage assets	345	2,576	212	3,133	3,133
Investments	246	-	213	459	213
Net current assets	527	1,762	11	2,122	1,375
Long term liabilities	-	-	-	-	(107)
	1,232	10,882	644	12,759	12,000

Charity

Prior Year	Unrestricted £'000	Restricted £'000	Endowment £'000	2020 £'000	2019 £'000
Intangible Fixed Assets	47	-	-	47	46
Tangible fixed assets	90	7,011	238	7,339	7,283
Heritage assets	345	2,576	212	3,133	2,778
Investments	-	-	213	213	228
Net current assets	377	988	-	1,375	1,708
Long term liabilities	(107)	-	-	(107)	(100)
	72	10,575	673	12,000	11,943

27. Commitments under operating leases

At 31st March 2021 the Group and Charity had total commitments under non-cancellable operating leases as follows:

	2021 £'000	2020 £'000
Equipment		
Within 1 year	3	3
Between 1 and 2 years	2	2
Between 2 and 5 years	1	1
	6	6

28. Capital commitments

At the 31st March 2021 the group had no contracted future capital expenditure not provided for in these financial statements (2020: £0)

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

29. Reconciliation of net expenditure to net cash flow from operating activities

	2021	2020
	£'000	£'000
Net income/(expenditure) for the year (as per statement of financial activities)	614	(8)
Depreciation and amortisation	594	577
Loss on disposal of tangible fixed assets	-	1
Losses/(gains) on investments	(5)	10
(Increase) / decrease in stocks	16	(233)
(Increase)/decrease in debtors	392	(30)
Increase/(decrease) in creditors	8	317
Net cash inflow from operating activities	1,619	(8)

30. Analysis of cash and cash equivalents

	2021	2020
	£'000	£'000
Cash in hand and at bank	2,287	962

31. Related parties

The Lancashire Wildlife Trust Limited is a member of Lancashire Environmental Fund Limited ("LEF") with the power to appoint one Trustee to their board. Mr J Drury, a former Trustee of the Lancashire Wildlife Trust, is the charity's appointed representative on the LEF board during the year. During the year the charity provided management, organisational, administrative and supervision services to LEF for which £62,486 (2020: £83,292) was received in the statement of financial activities.

A balance of £28,503 (2020: £47,892) was due from LEF at 31st March 2021. This comprised outstanding grants of £22,000 (2018: £36,734) and service charges of £6,503 (2020: £11,158). Grants totalling £22,000 (2020: £82,900) have been awarded to Lancashire Wildlife Trust by LEF during the year.

It is the charity policy that Trustees must inform the board of their interests in grant applications at the start of Board meetings. The interested Trustee will not participate during the consideration of these applications. In the case of the Chairman having an interest in an application, the Chair is taken by the Vice-Chairman.

An unrestricted donation of £20,000 has been received from a Trustee in the year.

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2021 (continued)**

32. Comparative SOFA information

	Notes	Unrestricted £'000	Restricted £'000	Endowment £'000	2020 £'000	2019 £'000
Income and endowments from:						
Donations and legacies		1,202	140	-	1,342	1,279
Charitable activities		1,244	2,525	-	3,769	3,632
Other trading activities		1,127	-	-	1,127	1,145
Investments		18	-	4	22	6
Total		3,591	2,665	4	6,260	6,062
Expenditure on:						
Raising funds		1,767	16	4	1,787	1,630
Charitable activities		1,824	2,575	24	4,423	3,991
Other		43	-	-	43	43
Total		3,634	2,591	28	6,253	5,664
Net incoming / (outgoing) resources Before other recognised gains and losses						
		(43)	74	(24)	7	398
Net (losses)/gains on investments						
		-	-	(15)	(15)	10
Net expenditure						
		(43)	74	(39)	(8)	408
Transfers between funds						
		2	(2)	-	-	-
Net movement in funds						
		(41)	72	(39)	(8)	408
Reconciliation of funds						
Total funds brought forward		1,019	10,503	712	12,234	11,826
Total funds carried forward		978	10,575	673	12,226	12,234

The statement of financial activities contains all gains and losses for the year and all activities relate to continuing operations. The profit for the purposes of the Companies Act 2006 is the net incoming resources before unrealised losses/gains.