

CHARITY NUMBER: 1089685
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CPRE The countryside charity

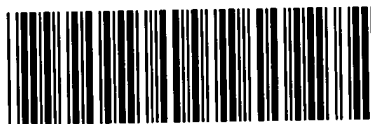
(Registered as Campaign to Protect Rural England)

Company Limited by Guarantee

REPORT AND FINANCIAL STATEMENTS

31st December 2019

TUESDAY



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CPRE

The
countryside
charity

Contents

A MESSAGE FROM OUR CHAIR	1
TRUSTEES' REPORT	3
OUR ACHIEVEMENTS AND PERFORMANCE IN 2019	5
FINANCIAL REVIEW	10
FUTURE PLANS.....	14
STRUCTURE, GOVERNANCE AND MANAGEMENT	16
AUDITOR.....	21
INDEPENDENT AUDITOR'S REPORT	22
STATEMENT OF FINANCIAL ACTIVITIES	25
BALANCE SHEET	26
STATEMENT OF CASH FLOWS	27
NOTES TO THE FINANCIAL STATEMENTS.....	28
PROFESSIONAL ADVISORS	44

A MESSAGE FROM OUR CHAIR

2019 was a pivotal year for CPRE as we became known as 'CPRE The countryside charity'. The launch of our vibrant new brand is already helping us stand out as we strive to promote the importance of the countryside, both for everyone's wellbeing and for its vital role in tackling the climate emergency.

Underpinning the brand is a new strategic plan based on the idea that everyone should be able to enjoy, benefit from and value the countryside – particularly those who don't currently benefit. 'Countryside for all' is the vision which informs our new aims: to 'Connect people and countryside', 'Promote rural life' and 'Empower communities'. A fourth aim, to 'Grow our capacity', includes engaging a million people with CPRE's work, in order to build a powerful voice for the countryside.

Working with communities

The strategy will guide CPRE through to its centenary in 2026, and its ambition is built on the foundation of our network of local volunteers. It commits to helping that network engage with more communities, so that even more individuals can shape their own environment. Which is why we have made significant investment in supporting our network during 2019 and will continue to do so. I am humbled by the dedication and expertise of our amazing volunteers in helping communities improve and defend their green spaces. Across England, our local CPRE's are championing ideas that can make rural life thrive: better rural transport, more affordable homes and greener farming that revitalises our precious soils and increases biodiversity.

Influencing real change

2019 marked the 70th anniversary of the National Parks & Access to the Countryside Act - the result of a historic 20-year CPRE campaign to "bring our finest natural beauty into full public service, accessible to all". Early in the year, we called for a more diverse range of people to be able to visit these special places, following CPRE research that found almost half of England's most socially deprived areas had restricted access to National Parks and Areas of Outstanding Natural Beauty. We were delighted that the Government's independent review of landscapes adopted this recommendation, along with our suggestion that every schoolchild should be given the chance to spend time in a National Park.

Responding to the climate emergency is a major theme of our new strategic plan and we'll push the government to reach net-zero carbon emissions by 2045 at the latest. We made the best possible start in 2019, by helping to secure the moratorium on fracking that will keep this fossil fuel in the ground and spare our countryside from industrialisation.

The election campaign saw CPRE call for more trees and hedgerows to mitigate the impact of climate change and enhance landscapes, leading to pledges from all parties to deliver this. The new government and opposition accepted our challenge to commit to the protection of the Green Belts that are increasingly important for absorbing floodwater, reducing air pollution and providing spaces for nature near where 30 million people live. The Queen's Speech included Bills on the environment and agriculture, heeding CPRE's warning that such legislation was essential to meeting carbon targets and securing the future of our wildlife.

The past year has shown that CPRE's ability to push for change is as strong as ever and bodes well for our countryside's future. CPRE's work has never been more vital and I am confident that we have the brand, strategy and people in place to maximize the influence of that work, and the potential of our great organisation.

I have been honoured to serve as Chair of CPRE since 2014, with my term of office ending in June 2020. I've had the great privilege of working with highly engaged and knowledgeable trustees; their passion and enthusiasm for the cause has been a constant source of inspiration. Finally, I pay tribute to Shaun Spiers and Crispin Truman - two outstanding CEOs who have led our staff with distinction and helped the board make the changes that will ensure a successful and sustainable future for CPRE. A very big thank you to you all.

Su Sayer CBE

Chair, CPRE The countryside charity

TRUSTEES' REPORT

The Trustees of CPRE present their annual report for the year ended 31 December 2019, together with the audited financial statements for that year. The financial statements comply with the Companies Act 2006, Financial Reporting Standard 102 (FRS102) and the Statement of Recommended Practice (SORP2015).

The continued existence and quality of so much of the English countryside is a testament to over 90 years of successful campaigning by CPRE, and a tribute to our countrywide network.

During the year the Campaign to Protect Rural England rebranded and it changed its operating name to the CPRE The countryside charity. The legal name remains unchanged.

a) Objects and activities

Our charitable objects are 'to promote and encourage for the benefit of the nation the improvement and protection of the English countryside and its towns and villages and the better development of the rural environment'.

The Trustees have referred to the guidance from the Charity Commission on public benefit in producing this report, and when reviewing our aims and objectives and planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

b) Our vision and mission

At CPRE we want to see a beautiful, thriving countryside which is valued and enjoyed by all and which is enhanced and protected for this and future generations. It is vital for our wellbeing, it is the place for nature and it is a critical part of this nation's response to the climate emergency.

CPRE's vision is of 'a beautiful and thriving countryside that enriches all our lives'.

In order to get there, our mission is: 'To promote, enhance and protect a thriving countryside'.

c) Our strategy

Our vision is delivered through a strategic plan and in 2019 we completed the third and final year of our 2017-19 strategy, aiming to:

1. promote and enhance the character of the countryside
2. promote a more sustainable approach to land use; and
3. defend the countryside from damaging development.

A range of strategic objectives under each of these aims described our policy goals in key areas of planning, infrastructure and landscape protection. Strategic 'enablers' for the period aimed to build a stronger organisation through:

- Greater support to staff and volunteers
- A 'One CPRE' approach to all our work
- A more effective national organisation
- Growing income and maximising communications impact.

Our campaigning is evidence-based and reasoned, as well as passionate. We are experts in the planning system and landscape character, locally and nationally. We have a long track record of achievement, dating back over 90 years. We are independent of any interest group and defend the countryside in the public interest.

The three principal ways in which we achieve our objectives are:

- 1) Initiating and supporting activities that directly improve the countryside and rural communities.
- 2) Influencing national policies to maximise the benefit and minimise the damage to the countryside.
- 3) Influencing local plans, supporting appropriate developments and preventing developments that would unnecessarily damage the countryside.

d) Activities and services provided

CPRE's Annual Review and this Annual Report, together with Countryside Voices, our magazine for members and regular Campaign Updates, provide an overview of our activities. Our website www.cpre.org.uk provides advice and access to comprehensive information on our aims, activities and services. Our planning help website www.planninghelp.cpre.org.uk provides help to local communities wishing to support or challenge a local planning application.

Our 42 County groups run campaigns and provide local information via their websites, publications and events. They rely on volunteers to do much of their work and are in need of many more to help them enhance and protect their local countryside.

OUR ACHIEVEMENTS AND PERFORMANCE IN 2019

In 2019 our campaigning and policy work resulted in:

- high level government support and significant public profile for an 'all in' Deposit Return Scheme;
- influence on the Glover Review of landscapes to prioritise our key recommendations;
- the Environment and Agriculture Bills reflecting some of our priorities for the countryside, through our work with the Greener UK coalition;
- increased Government and opposition support for brownfield development and protection of the Green Belt; and
- a moratorium on fracking.

Major reports on Brownfield use and the Green Belt – 'A space to Breathe' were completed and launched, as was a General Election manifesto and a public opinion poll. The climate emergency has been high on the public agenda throughout the year and a constant subject of discussion across CPRE, culminating in a full 'One CPRE' review of our climate change policy and development of a new policy position for board consideration.

At the start of 2019 we completed the Purpose Project and agreed the new brand, look and feel for CPRE. The first half of the year then saw a detailed strategic plan consultation leading up to its approval at the AGM. A combined AGM and Conference in June provided a launchpad for the new brand with the CPRE Network, a wide range of plenaries and participative workshops on current issues including the climate emergency, positive approaches to planning and on the wellbeing benefits of nature.

Much work was done during the year on improving the CPRE network, communications, support and collaboration. The new Volunteering and Partnerships team got into its stride and regional workers began supporting those CPREs in the Midlands and North most in need of help with volunteering and succession.

Within the national CPRE team we began to prepare for implementation of the strategy while keeping our campaigning and policy work on full throttle. The design of the staffing structure was reviewed and a period of transition led to the creation of a new Operational Management Team; integration of communications functions in fundraising and campaigning to create a more audience-led focus; reorganisation of the 'campaigns and policy' function to align with new strategic priorities, and of the 'engagement and income' team to provide a much more robust fundraising structure. Trustees made additional investments in some key staff posts to ensure that CPRE is equipped with the capacity, skills and systems it will need to achieve its ambitions.

The charity's new values (Open, Trusted, Connected and Inspirational) were promoted across the organisation and within the HR processes. During the year we also made or began significant investments in systems and IT including moving to cloud-based Office 365 for emails and document storage and laying foundations for the introduction of a new contact relationship management (CRM) system.

In 2019 progress has been made on the implementation of the new brand across the network and all the background work on the new website was completed for launch in January 2020. The normal cycle of fundraising and membership services has been maintained during a year of much change and development and testing of new income-generating projects has begun, including for example the 'Gem and I' starry skies children's booklet.

a) Key Performance Indicators 2019

A number of KPIs are currently in place to measure progress against the previous 2017-19 strategic plan and these are reported on in full to the Board. They demonstrate progress across all key areas and strong performance in most.

	Key area of activity	TARGET 2019	RESULTS 2019
1.	GDPR and data protection	100% completion of training for relevant roles	Achieved GDPR audit undertaken and action plan completed
2.	Volunteering & Network 1	4 consultation events for strategy review completed	Achieved
3.	Volunteering & Network 2	Average satisfaction of training attendees score 4 out of 5	Satisfaction 4.5 out of 5. Verbal feedback positive and national strategy adopted by a number of local CPREs.
4.	Income 1	Meet budgeted income	Achieved.
5.	Income 2	Legacy pledgers/intenders/enquirers increase 5%	Legacy pledges/intenders and enquirers increased by 2%. Legacy income exceeded target.
6.	Membership	Total membership at least equal to previous year. Retention above 95%	Retention at over 98%
7.	Campaign impact	A moratorium on fracking and dropping of fast track planning proposals	Achieved.
8.	Parliamentary	Increased number of Government and Opposition policy statements supportive of CPRE positions	Achieved high level government support for an 'all in' Deposit Return Scheme Influenced the Glover Review of landscapes Ensured that the Environment and Agriculture Bills reflect key concerns. Increased Government and opposition support for brownfield development and protection of Green Belt.
9.	Media Profile	Each major news release to be covered.	Media mentions during Q3 totalled 1,011 reaching 832 million people, including in 65 nationals. At the regional level, in Q3 2019 we featured in 409 pieces.
10	Volunteer recruitment	First online registrations taking place	New volunteering systems Assemble procured.
11	Developing staff	New values & brand adopted	New values have been incorporated across HR functions, policies and procedures.
12	Organisational capacity	Cloud based technology used for Document management and CRM	New cloud-based file management system implemented

Table 1: Progress against 2019 KPIs

CPRE's work at national level is organised into four main departments, highlights from 2019 are reported below. The departments work very closely together and much of our work is carried out jointly by cross-team groups of staff also working with volunteers from across our network.

b) Campaigns & Policy

Plastic pollution

Following sustained campaigning, we welcomed the government announcement that it was consulting on plans to increase the carrier bag charge from 5p to 10p, and for it to be extended to all retailers. Later, in May, we also welcomed the announcement of a ban on plastic straws, drinks stirrers and plastic stemmed cotton buds in England, which will come into force in April 2020. Finally, in June, Secretary of State Michael Gove made a strong commitment to support an "all-in" deposit return system for all drinks cans, bottles, cartons and pouches that would see the necessary protection and enhancement of our countryside and environment.

Glover Review of landscapes

What if every child had the opportunity to visit a National Park and spend a night under the stars? That was the most eye-catching headline of the Glover Review, following our submission that included a series of recommendations to ensure more people can access these stunning landscapes and secure the future for our AONBs. Many of these were adopted by the review, including the need for a stronger mission to connect all people to National Parks and AONBs, and that AONBs should be given additional funding and a greater say on development in their areas. The review also recommended that National Parks should do more for the communities who live in them and suggested that there should be a new purpose to 'foster the economic and community vitality of these areas', in line with our recommendations.

Moratorium on Fracking

In November, we celebrated alongside our supporters, local communities and other environmental groups as the government announced an end to their support for fracking in England, conceding defeat after years of campaigning. For us, that included over 200,000 people signing our petition to stop fast-tracked fracking, and thousands of letters to MPs and local councillors, with our supporters and our network playing a key role in achieving this fantastic result. Our political influence, particularly with backbench Conservative MPs, was also instrumental, all backed up by high quality policy and technical submissions on a range of planning and environmental concerns about fracking.

Planning in the public interest

We welcomed a series of policy announcements and commitments from the government in response to our campaigning for a planning system delivering sustainable development. The government increasingly recognised the case for taking a 'brownfield first' approach to development, and increased support for brownfield registers to identify suitable land for development. It also maintained a strong commitment at the national level for continued protection of the Green Belt.

Countryside commitments during the General Election

Following extensive local and national campaigning for our 'countryside manifesto' we were pleased to see the Conservative manifesto not only commit to protecting the Green Belt, but for the first time, refer to enhancing it too. Labour also outlined plans to ensure that Green Belt plays a key role in mitigating and adapting to the climate emergency, in line with one of our main recommendations.

c) Engagement and Income

Total voluntary income for the year was £3.5m and was on target against budget. As in previous years, our three biggest sources of income were legacies, memberships and appeals.

We are hugely grateful to our legators, whose support ensures that our work for the countryside can continue. Legacies can of course be difficult to forecast, so our aim is to broaden the range of other income streams as well as continuing to ask people to remember us in their will. Membership fees continued to be a stable source

of funding for the organisation due to a high member retention rate (98%) and we are planning to significantly improve and diversify our supporter acquisition and retention programmes. However, both our Membership product and appeals (35% of our total income) rely on the same group of supporters. Although performance of our fundraising and our return on investment compares well to market leaders and competitors, our aim is to develop, test and roll-out new acquisition routes and refreshed offers in the short-term to secure new activity and income in the future.

Communications and digital work this year has been all about testing new ways to increase our engagement, both directly with donors and supporters through our campaigning asks (Dark Skies and Green Clean) and through generating new, exciting content to better engage our followers on our various channels. Our communications and digital activity will be central to broadening our appeal in order to increase our reach, impact and income.

The development and launch of phase 1 of the new website was one of the greatest achievements of 2019. As a website for both the national charity and for our local network, it allows the organisation to offer a consistent and coherent supporter experience.

This year we have continued to meet our press targets – whilst working on creating a new media strategy for the new brand and strategic plan, which included more work with consumer press.

The new strategy plans to continue to develop new propositions across both communications and fundraising, in order to build and diversify supporter base, strengthen existing supporters' relationships and increase our profile and income and will be underpinned by:

1. Developing wider consumer engagement to generate both profile and income.
2. The exploitation of digital channels as a cost-effective way to engage and retain support.
3. An integrated lead generation approach across all departments and all 'touch points' for CPRE
4. The broadening, testing and roll-out of effective and scalable acquisition routes for individual donors.
5. Clearly defining approaches and strategies to ensure that high value (trusts, corporate and major donor) funding opportunities are identified and successfully managed, across the organisation.
6. Focusing investment in areas of maximum flexibility and long-term sustainability and capacity build.

d) Volunteering & Partnerships

This year we started to put into place plans to give fresh focus to volunteering and significant new support for the CPRE network. This began by recruiting three new volunteering development staff for the northern and midlands regions, followed by a Volunteer and Network Communications specialist to focus on sharing information and news internally within CPRE and external recruitment of new volunteers.

In June 2019, we hosted a two-day combined AGM and conference for our members and volunteers, the first of its kind. This positive and forward-looking event brought together people from across the network and we were pleased to launch CPRE's new brand and strategy, as well as offer a range of workshops and a volunteer awards reception.

The team have started work on introducing a new online volunteering system called Assemble that will enable us to improve, at pace, promotion of the many volunteering opportunities that we have available to new audiences. It is expected that this system will start to be available to local CPREs from early 2020.

Considerable energy is also being devoted to how the CPRE network collaborates together and steps have been taken by a cross-network working group called 'Ways of working together' to explain the roles and responsibilities of the different network members and provide a framework for how we work together. This will set a base line for the current network relationships from which it will be possible to extend our partnerships to new and different organisations in the future.

e) Finance & Corporate Services

Governance

During the year the Terms of Reference for the Finance, Audit and Corporate Services Committee (FACS) were reviewed by the Board of Trustees and its remit expanded to include the role of remuneration committee. The committee was renamed Finance Audit and Operational Effectiveness (FAOE) to reflect its wider remit. Following the retirement of our Treasurer Lucie Hammond, we were delighted to appoint Martin Tyler to the role who brings with him a wealth of charity finance and governance experience.

IT upgrade

During the year the move to the cloud continued with the file server being moved to MS Sharepoint, massively improving our knowledge and information storage, management and retrieval as well as data security. Following a review of our CRM system the further decision was made to move to MS Dynamics which will give us a far more cost-effective and future-proofed system and one which will also assist the CPRE network. The initial investment in the system has been capitalised as an Asset in the course of construction. It is due to go live in summer 2020 and it will be rolled out to the network from then onwards.

Organisational Redesign

As part of the implementation of the new strategy, it was essential that we had people in the right roles to enable them to deliver the plan to the best of their ability. With that in mind a new organisational structure was developed and implemented in the first half of 2019. The new structure also involved investment in additional network support, fundraising and campaigning staff and allows our communications to be 'audience-focussed' and provides a framework for future development. A small number of staff took this opportunity to take voluntary redundancy, and we would like to thank them for their contribution to CPRE.

Our Staff

After seeking external professional advice we have adopted a simplified reward system where all staff salaries are benchmarked every three years. The new system reduced long term upward pressures on fixed costs while ensuring that staff are paid fairly and in-line with comparable roles in similar sectors. A cost of living and affordability review each year ensures that salaries stay in line with the market while giving trustees much better control of costs.

Our new values are being embedded into the HR processes and procedures. In December we launched our first Values awards where staff could nominate colleagues who they felt had most demonstrated the values during the year.

FINANCIAL REVIEW

The financial results of the charity's activities for the year to 31 December 2019 are set out in the Statement of Financial Activities and supporting notes.

Income and Fundraising Performance

This year total income fell compared to 2018 by £0.5m – mainly due to a reduction in legacies. Legacy income of £1.3m represented 37% of total income and was lower than in 2018. Membership, (net of the branch and regional share) and Committed Giving income remained steady at £1.1m. Funding from charitable trusts and companies was broadly in line with the previous year.

Building on the results of the Purpose Project a new fundraising strategy has been developed to create a long-term and robust approach to developing multi-partner, multi-funded projects, which will significantly increase and strengthen our charitable activity.

We would like to thank our many supporters who helped optimise the value of their donations by completing Gift Aid forms. We reclaimed £346k in Gift Aid in 2019 (2018: £356k).

Expenditure

Total expenditure in 2019 was £5.6m (2018 £4.5m) of which £4.4m was spent on charitable activities (2018: £3.3m), this included additional roles to support the network, investment in the Strategic Collaboration Fund to support local CPRE projects and work on developing our capacity.

Financial Reserves Policy

The Board recognises the need to keep unrestricted reserves at a level appropriate to the needs of the organisation. The Board reviewed its reserves policy in December 2019 reducing the target range in line with the policy below and to set the context for the 2020 budget. CPRE's reserves policy is:

'The Board adopts a risk-based approach to reserves. Its policy is to hold unrestricted free reserves, in a range of £1.7m – £3.5m. This reflects the Trustees current appraisal of working capital requirements, the risks in CPRE's sources of income, an allowance for unplanned expenditure, and a degree of funding for key investments during the next planning cycle'.

For the purpose of its policy, CPRE has defined its reserves as its unrestricted free reserves, which constitute total reserves less restricted, and endowment reserves, fixed assets and legacy debtors. We have ignored our fixed assets, as they are illiquid. We have not included legacy debtors because they may not be received for up to two years from the date of probate.

Therefore, our policy focuses on our unrestricted free reserves. These were £3.8m at the year-end (£5.5m in 2018) and represent a strong base to help finance activities in future years, to invest in the CPRE network and achieve new strategic objectives as per the table below. A proportion of the unrestricted reserves have been specifically designated for this purpose. Further information on CPRE's funds is contained in note 15 to the accounts.

Table: Unrestricted Free Reserves

	2019
	£'000
Total Reserves	6,740
Less: Restricted Reserves	(347)
Less: Endowments Reserves	(126)
Less: Designated Reserves	(1,855)
Less: Legacy Debtors	(627)

Unrestricted Free Reserves	3,785
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The year-end total of £3.8m is slightly above our target range of £1.7m to £3.5m.

During the year the Trustees decided to supplement the Designated Reserve of £1,855k for strategic purposes. This includes the Strategic Collaboration Fund for developing the network and the Strategic Investment Fund for significant future one off investment. These include the costs relating to the future office move in 2022, the roll out of the brand, and the development of a new portfolio of fundraising products. Further details can be found in note 15. Information on CPRE's future plans can be found on page 14 and these unrestricted reserves will be used to help fund these plans.

Having assessed the charity's financial position, its plans for the foreseeable future, the risks to which it is exposed and the detailed cash projections, the Trustees are satisfied that it remains appropriate to prepare the statements on a going concern basis.

Investment Policy and Performance

During 2019 all CPRE's investments were managed by CCLA.

For the year to 31 December 2019 the total portfolio has reduced by 31% (2018: reduced by 22%) as we withdrew £2.0m from our investments during 2019 (2018: withdrew £1.5m). Investment gains made on investment in 2019 amounted to £414k (2018: £30k).

In the latter half of the year, the Trustees reviewed the investment policy and decided to move the main portfolio from the CCLA Charity Investment Fund to the CCLA Charity Ethical Investment Fund. This transfer took place in December 2019 when the Fund disinvested from any company that generated more than 10% of their revenue from the extraction or refining of conventional oil and gas. This removed all remaining 'fossil fuel companies' from CCLA portfolios.

CPRE's prime ethical consideration is to identify any obvious conflicts of interest between its objectives and the objectives/activities of any company whose shares may be acquired directly for the purpose of investment. We had no direct investment in company shares at 31 December 2019.

Fundraising Approach

CPRE undertakes fundraising activity to its supporters via direct mail, telephone and email in line with the Fundraising Code of Practice set by the Fundraising Regulator. Our fundraising promise, which is available on our website to reassure supporters of our approach, is

'When you support us by becoming a member, campaigner or donor you can be sure of the following:

- We will never sell your contact details to anyone outside of CPRE
- We will only contact you if you have expressed an interest in our work
- If we phone you, we will always check you are happy to take the call
- If you ask us to change how we communicate with you, or stop, we will respect that
- We try hard to ensure no one ever feels pressurised to support our work
- We are registered with the Fundraising Regulator and adhere to the Fundraising Code of Practice
- All our activities are open, fair, honest and legal.'

In 2019, CPRE worked with a carefully selected telemarketing partner: Purity, who adhere to the Fundraising Code of Practice and have robust policies in place regarding vulnerable people and treating donors fairly. CPRE staff listened to a sample of calls to ensure policies were being adhered to. CPRE supporters registered on the Telephone Preference Service were only called with an appeal if they have agreed to receive such calls. Callers are thoroughly trained and updated on CPRE's work and calls are regularly monitored by CPRE.

CPRE is registered with the Fundraising Regulator and adheres to the standards of the Fundraising Code of Practice. One complaint about fundraising activity was received by CPRE national office in 2019 and it was promptly resolved without the need for escalation to the regulator.

Risk Management

The Board recognises its responsibilities in terms of managing risk and has systems in place to ensure that the risks faced by the charity are identified, assessed, managed and monitored.

The Senior Leadership Team and all staff assess risks as part of all significant project management. The Board review current material risks at each Board meeting during the year and a thorough review of potential risks annually. This was undertaken in December 2019.

The main categories of risk are:

- Governance
- Reputation
- Financial
- Regulatory
- External

The Board considers the gross risk before taking into account internal and external controls and the residual net risk after these internal and external controls are applied. The major net risks relate to external factors beyond CPRE's control; the most significant are considered to be:

- Changes in policy and/or planning decisions leading to further degradation of the countryside
- A downturn in the economy leading to a decrease in income

The most significant internal risks **prior** to our internal controls are considered to be:

- Failure to diversify & grow income
- IT & Data systems don't support the new strategy
- Health of local CPRE's and their impact on National CPRE

Our internal controls are intended to manage rather than eliminate risks and to give reasonable rather than absolute assurances.

There are only three significant residual internal net risks, all of which are assessed as acceptable:

- Failure to diversify & grow income
- IT & Data systems don't support the new strategy
- Health of local CPREs and their impact on National CPRE

The system of internal control includes:

- A multi-year strategic plan
- An annual operational plan and budget, with actual performance being monitored regularly
- A range of policies (e.g. financial reserves policy) and procedures
- A Ways of Working group developing policies for working together with CPRE regions and branches
- A regular risk assessment programme
- A staff structure and scheme of delegation that aids continuity of our work

TRUSTEES' REPORT

At the date of the approval of these Report & Financial Statements the Coronavirus situation is unfolding. Trustees and Management are considering the impact of this situation on the operational plans. This will include reduced capacity due to staff sickness and delays in the plan to grow and diversity income.

The scheme of delegation sets out the delegated authority of the FAOE Committee, the Policy Committee, the Nominations Committee and the principal officers. The day-to-day management is delegated to the Chief Executive, the principal officers and other CPRE staff.

FUTURE PLANS

a) Our New Strategy 2020-26

Over the past two years we have thoroughly reviewed and consulted on CPREs purpose, brand and strategy. In a process led by trustees and involving all 42 CPREs and external partners, we have agreed a new way forward which will broaden our appeal, increase our impact and renew our countryside network.

CPREs mission is to promote, enhance and protect a thriving countryside. Our four new strategic aims to take us to our centenary in 2026 are to:

1. Connect people and countryside

We'll promote the value and benefits of the countryside so that far more people engage with, understand and enjoy it, particularly those who have not benefited before. This will help us to create a stronger voice to enhance and protect the countryside, including locally-valued landscapes;

2. Promote rural life

With communities and partners, we'll develop and promote a sustainable vision for living in the countryside and bring together solutions for the rural economy, housing, farming, transport and the natural environment;

3. Empower communities

We'll empower our network to engage with communities to involve more people in improving their local environment through volunteering and local action;

4. Grow our capacity

We'll bring together a larger and more diverse group of people who share our belief in countryside for all.

These aims describe everything we are going to do at national CPRE in the next six years to move us towards our vision of a beautiful and thriving countryside that enriches all our lives. The strategic aims set our priorities and where we are going to allocate our resources during this period. All our plans and projects contribute towards the achievement of these aims.

In practice our strategy means developing new projects with partners to develop, set out and promote solutions through research, policy, campaign and practical work. It means new programmes for volunteering, membership and supporter engagement and capacity-building for our network and their communities. It means presenting to the public and policymakers a vision of positive, sustainable progress for our countryside which can hold its own against the imperatives of growth.

b) 2020 Operational Plan and Budget

Our operational plan for 2020 sets out how we are going to do that in this first year. 2020 will be a year of significant investment in new systems and support to ensure success in the ensuing years of the plan. In order to guide our planning for the year and help target limited resources and staff time, the senior leadership team set the following three operational priorities for the year:

1. Delivering an integrated, headline activity on wellbeing and countryside in Q2

We will align as many of our communication channels and activities as possible through a single, integrated message that promotes our work on the health and well-being benefits of the countryside - in order to increase our profile and engagement with the brand as we launch new supporter acquisition activities.

2. Improving network communication and systems

We will prioritise support to the CPRE network with the new volunteering and partnerships team and new volunteering systems, recruitment and training a priority.

3. Putting brand and values into practice

The new brand will be fully implemented including support to the network to ensure it is working at local, regional and national level.

STRUCTURE, GOVERNANCE AND MANAGEMENT

a) Legal and Administrative Details

The Campaign to Protect Rural England is a registered charity (number 1089685) and a company limited by guarantee (number 04302973). It was founded in 1926. It is registered in England and its registered office is 5-11 Lavington Street, London, SE1 0NZ. It is governed by its Memorandum and Articles of Association adopted on 4 October 2001, which were amended on 30 June 2017.

The members of the Trustee Board are Trustees under charity law and Directors under company law. They are also known as Board Members.

CPRE has a wholly owned trading subsidiary, CPRE Enterprises Limited (Company No 4287611) which has been dormant throughout the year.

b) Structure

National CPRE comprises the national office in London and eight regional groups.

The regional groups were originally set up to influence regional plans but their role has evolved into one of engaging with sub-regional planning bodies and supporting collaboration across the network. All regional work in London is carried out by CPRE London. The regional groups' financial results are incorporated into the main charity financial statements at the end of each year.

The CPRE network operates as a network of 42 branches which subdivide into over 100 active district groups. There are 40 separately constituted branches that operate within the wider CPRE federal structure. As legal entities in their own right, with their own boards of trustees, their results do not form part of these financial statements. Two branches, Durham and Northumberland, are part of the main charity and their finances are incorporated into the charity financial statements at the end of each year. At their AGM on 26th November CPRE Lincolnshire's members resolved to wind up CPRE Lincolnshire and transfer the assets to National CPRE, whilst alternative arrangement for Lincolnshire are made.

While 40 of the branches are separately registered charities, with their own governing documents and boards of trustees, most use the name and branding of CPRE. All deliver broadly similar objectives and receive a share of the membership subscriptions from CPRE's members. The Chairs of our branches hold over 70% of the voting rights at our Annual General Meeting.

The Board believes that the structure of the organisation is a huge strength that gives CPRE both a national presence and a strong and effective grassroots involvement.

General Council

The General Council comprises the voting members of CPRE. The voting members comprise: one person from each branch, one from each county association, one person from each region, Board members and The President.

The Board

The Board is made up of at least three and not more than ten Trustees including the Chair, the Chair of Policy Committee and the Treasurer. It is composed of up to eight Elected Board Members (including the posts listed above) and up to two Selected Board Members. All Elected Board Members serve a three-year term of office but may be eligible for re-election for a further three-year term. All Selected Board Members hold office until the next AGM but may be eligible for co-option for a further year at the discretion of the Board, subject to a maximum term of six years. During the year two Board Members, Lucie Hammond and Christine Drury retired and were replaced by Martin Tyler and Patricia Broadfoot. Robin Thompson replaced Christine Drury as Vice Chair.

Recruitment of Trustees

Trustees are recruited in accordance with our Articles of Association and the process is undertaken by the Nominations Committee who make recommendations to the Board. All Trustee roles are advertised within the CPRE Network and externally. They are advertised on the basis of seeking to fill skills gaps on the Board.

All members of the Board have role descriptions and take part in induction programmes, training and development as appropriate. Trustees had a governance training session facilitated by an external expert including a review of the importance of the Governance code.

c) Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its net incoming/outgoing resources for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in FRS102 and the Charities SORP (SORP2015);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 and the provisions of the charitable company's constitution. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

- so far as each Trustee is aware, there is no relevant audit information, (that is, information needed by the company's auditors in connection with preparing their report), of which the company's auditors are unaware; and
- each Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Sub Committees

The Board has three sub-committees: the Policy Committee, Finance, Audit and Operational Effectiveness Committee and the Nominations Committee. The Board sets terms of reference for sub-committees, all of which report directly to the Board.

TRUSTEES' REPORT

The purpose of the Policy Committee is to provide a body of expertise to advise the Board and assist staff and Trustees of CPRE in all aspects of its external policy.

The purpose of the Nominations Committee is to select suitable candidates to be nominated for the Board. It is chaired by a member of CPRE's General Council.

The purpose of the Finance, Audit and Operational Effectiveness Committee is to ensure CPRE has sufficient and appropriate financial and other resources available for delivery of its operational plan and budgets. It also ensures that CPRE operates within the requirements of its constitution, relevant legislation and best practice.

d) Reference and Administrative Details

Management

The Board delegates responsibility for the day to day management of CPRE to its Chief Executive. He is aided by the Senior Leadership Team and other senior colleagues.

The present office holders and any past office holders who served during the year, and to the date of signing this Report, are listed below.

Office holders

Patron

Her Majesty The Queen

President

Emma Bridgewater

Vice Presidents

Sir Andrew Motion

Tom Flood (Retired 26 June 2019)

Christine Drury (Appointed June 2019)

The Board (Trustees/Directors)

Su Sayer CBE	Chair
Lucie Hammond CTA	Treasurer (Retired June 2019)
Martin Tyler FCCA	Treasurer (Appointed June 2019)
Stephen Anderson	General Board Member
Margaret Clark CBE	Selected Board Member
Christine Drury	General Board Member (Vice Chair) (Retired June 2019)
Robin Thompson CBE DL	General Board Member (Vice Chair)
Corinne Pluchino	General Board Member
Andy Topley	Selected Board Member
Dr Richard Simmons	Chair of Policy Committee
Will Rivers	General Board Member
Patricia Broadfoot	General Board Member (Appointed June 2019)

Sub-committees of the Board:

Policy Committee

Dr Richard Simmons	Chair
Su Sayer CBE	Trustee
Lyndis Cole	(Retired April 2019)
John Croxen	
Richard Lloyd	
Stan Jones	
Anna Hall	(Retired November 2019)
Sabine Mosner	
Kaley Hart	
Catherine Le Grice-Mack	
Stan Jones	(Appointed June 2019)

Finance, Audit and Operational Effectiveness Committee

Lucie Hammond CTA	Chair (Retired June 2019)
Martin Tyler FCCA	Chair (Appointed June 2019)
Robin Thompson CBE	Trustee
Corinne Pluchino	General Board Member
Pankaj Shah	Co-optee (Resigned November 2019)
Patrick Cooper	Co-optee

Nominations Committee

Su Sayer CBE	Trustee
Andy Topley	Trustee
Isabella Stone	Chair
John Lambert	Branch nominated member
Patricia Broadfoot	Branch nominated member (Retired June 2019)
Martin Crookston	Branch nominated member (Elected December 2019)

Principal Officers

Crispin Truman OBE	Chief Executive
Tom Fyans	Director of Campaigns and Policy
Elvira Meucci-Lyons	Director of Engagement & Income
Mark Cornish FCA	Director of Finance & Operational Effectiveness and Company Secretary
Dr Crewenna Dymond	Director for Volunteering and Partnerships

Professional Advisers:

A list of CPRE's main professional advisers appears on page 44.

e) Health and Safety

The Board considers managing health and safety and wellbeing of our staff, volunteers, suppliers and visitors a key priority.

The Board is ultimately responsible for compliance with health and safety legislation. The day-to-day responsibility is delegated to the Chief Executive and Director of Finance & Operational Effectiveness, who are responsible for compliance, relevant policy development and performance. Health and Safety is a line-management responsibility throughout CPRE.

During the course of the year there were no significant accidents or incidents involving members of staff, volunteers, contractors or visitors to our office. An independent audit of the organisations Health & Safety systems was carried out. There was no significant weakness. A small number of recommendations for improvement were noted and these are in the process of being implemented.

f) Employees and Volunteers

Our staff and volunteers continue to build CPRE's long-established reputation for professionalism, expertise and quality. They are the reason for our many lobbying and campaigning successes.

CPRE's volunteers are also highly valued and the Board is grateful for the huge amount of work they do. The work of volunteers in the branches and regional groups is supported by advice and other support from National Office, including inductions, training seminars and our events programme.

We support equal opportunities, and recruit and promote employees on the basis of aptitude and ability without discrimination. CPRE seeks to enable disabled employees to play a full role in the organisation.

g) Reward Policy

The pay of the principal officers - see page 19 - is determined by the Board of Trustees. Salaries are benchmarked with those of charities of similar size in terms of income, staff numbers and complexity. The same benefits, including pensions, and terms and conditions apply to the principal officers as all other staff.

All other staff salaries have also been benchmarked with those of charities of similar size in terms of income, staff numbers and complexity. It is expected that the majority of staff will be paid at the median for their role, however there is flexibility of +/- 15% around the median.

All staff salaries will be benchmarked again on a tri annual basis. During the interim period the Board may approve an annual pay increase subject to an overall affordability criteria.

The Board includes Trustees appointed by our volunteer branch chairs and Trustees with significant pay expertise and knowledge, especially of the charity sector.

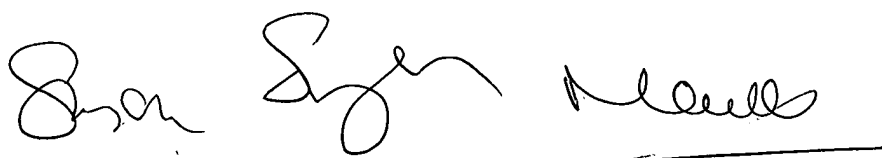
All nationally-employed staff are paid at least the London Living Wage.

AUDITOR

haysmacintyre became an LLP during the year. Haysmacintyre therefore resigned, and Haysmacintyre LLP were appointed as auditors.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP) 2015 and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the Trustees on 26 March 2020 and signed on their behalf by:

The image shows two handwritten signatures. The first signature, on the left, is 'Su Sayer' written in a cursive style. The second signature, on the right, is 'Martin Tyler' also in a cursive style, with a horizontal line drawn underneath it.

.....
Su Sayer CBE
Chair

.....
Martin Tyler FCCA
Treasurer

INDEPENDENT AUDITOR'S REPORT

to the members of Campaign to Protect Rural England

Opinion

We have audited the financial statements of Campaign to Protect Rural England for the year ended 31 December 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 and of the charitable company's net movement in funds, including the 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.

Basis for opinion

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

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 16, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

Conclusions relating to going concern

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which incorporates 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 Trustees' Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates 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 requires us to report to you if, in our opinion:

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

Use of this report

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

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Weaver (Senior Statutory Auditor)
For and on behalf of haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London EC4R 1AG

STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 DECEMBER 2019

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Fund £'000	2019 Total £'000	2018 Total £'000
Income from						
Donations and legacies	2 & 3	3,159	223	-	3,382	4,035
Other trading activities	4	43	-	-	43	41
Investments	5	99	4	-	103	11
Total		3,301	227	-	3,528	4,087
Expenditure on						
Raising funds	6	1,158	-	-	1,158	1,193
Charitable activities	7	4,156	238	-	4,394	3,322
Total	7	5,314	238	-	5,552	4,515
Net gains on investments	11	395	-	19	414	30
Net (expenditure)/ income		(1,618)	(11)	19	(1,610)	(398)
Reconciliation of funds:						
Total funds brought forward		7,885	358	107	8,350	8,748
Total funds carried forward		6,267	347	126	6,740	8,350

All of the charity's activities are continuing.

There are no gains and losses other than those shown above.

The notes on pages 28 to 43 form part of these financial statements.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

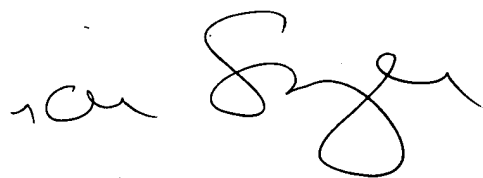
(A COMPANY LIMITED BY GUARANTEE - COMPANY NO. 4302973)

BALANCE SHEET

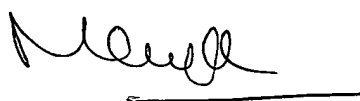
AS AT 31 DECEMBER 2019

	Notes	2019 £'000	2018 £'000
FIXED ASSETS			
Tangible assets	10	317	286
Investments	11	3,490	5,076
Total fixed assets		<u>3,807</u>	<u>5,362</u>
CURRENT ASSETS			
Debtors	13	923	1,200
Regional bank balances		283	236
Cash at bank and in hand		2,591	2,311
Total current assets		<u>3,797</u>	<u>3,747</u>
Liabilities:			
Creditors: Amounts falling due within one year	14	(812)	(662)
Net current assets		<u>2,985</u>	<u>3,085</u>
Total assets less current liabilities		6,792	8,447
Creditors: Amounts falling due after one year	14	(52)	(97)
Total net assets		<u>6,740</u>	<u>8,350</u>
The funds of the charity:			
Unrestricted funds	15	6,267	7,885
Restricted funds	16	347	358
Endowment fund	17	126	107
Total charity funds		<u>6,740</u>	<u>8,350</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 26 March 2020.



Su Sayer CBE
Chair



Martin Tyler FCCA
Treasurer

The notes on pages 28 to 43 form part of these financial statements.

STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2019

	2019 £'000	2018 £'000
Cash flows from operating activities:		
Net cash provided by operating activities (see Table 1)	(1,696)	(129)
Cash flows from investing activities		
Dividends, interest and rents from investments	81	4
Bank and other interest received	22	7
Purchase of property, plant and equipment	(127)	(143)
Sale of investments	2,000	1,500
Net cash outflow used in investing activities	1,976	1,368
Increase/(Decrease) in Cash	280	1,239
Change in cash and cash equivalents in the year	280	1,239
Cash and cash equivalents at 1 January 2019 (see Table 2)	2,311	1,072
Cash and cash equivalents at 31 December 2019 (see Table 2)	2,591	2,311
	2019 £'000	2018 £'000
Table 1: Reconciliation of net income to net cash flow from operating activities		
Net expenditure for the year	(1,610)	(398)
Adjustments for:		
Depreciation charges	96	84
Gains on investments	(414)	(30)
Dividends, interest and rents from investments	(103)	(11)
Decrease in debtors	277	44
Decrease in regional cash balances	(47)	9
Increase in creditors	105	173
Net cash provided by operating activities	(1,696)	(129)
	2019 £'000	2018 £'000
Table 2: Analysis of cash and cash equivalents		
Cash in hand	1,831	1,560
Notice deposits (6 months)	760	751
Total cash and cash equivalents	2,591	2,311

The notes on pages 28 to 43 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2019

1. PRINCIPAL ACCOUNTING POLICIES

a) Charity Information

The Campaign To Protect Rural England is a company limited by guarantee (No 4302973) and a registered charity (No 1089685) in England & Wales. The registered office is 5-11 Lavington Street, London, SE1 9NZ

b) Basis of Accounting and Statement of Compliance

The financial statements have been prepared under the historical cost convention, with the exception of fixed asset investments, which are included at their market value at the balance sheet date. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015), the Companies Act 2006 and applicable accounting standards (FRS102).

The Trustees in developing the corporate strategy have also developed a multi year financial model to underpin the corporate strategy. Whilst within the strategy there are risks associated with achieving the fundraising income, there are no material uncertainties related to events or conditions which would cast doubt on the charity's ability to continue as a going concern.

Consolidated accounts have not been prepared, as the operation of the wholly owned trading subsidiary, CPRE Enterprises Limited, was not material to the income, expenditure or net assets of CPRE in the year.

The principal accounting policies and estimation techniques are as follows:

c) Branches

CPRE branches receive a share of the membership subscription paid in respect of members assigned to them, which includes tax recovered from gift aid. The majority of the branches are autonomous separately registered charities and produce their own financial statements, which are not consolidated. However, there are two branches that are part of the National CPRE (County Durham and Northumberland). With effect from 26th November 2019 national CPRE took control of CPRE Lincolnshire. The accounts of these three branches have been included within these financial statements.

d) Regional Groups

CPRE is responsible for the activities of eight regional groups. The income and expenditure of these groups have been included within these financial statements.

e) Income

Voluntary income and membership subscriptions are recorded when received at the national office.

Legacies are recognised when the conditions of entitlement, probability and measurement are met. Each bequest is recognised once a reasonable estimate of its value can be made and providing there is no evidence of any significant contentious claims against the deceased's estate. Where CPRE is left part of the residue of an estate, the deceased's Will, initial statements of assets and liabilities and draft estate accounts are used to calculate the estimated value of the bequest. This estimate is only recognised as income once the executors have proved the Will (i.e. obtained probate). Probate values will normally be used to estimate value.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

Grants receivable and merchandise income are accounted for on an accruals basis.

Donated services are included at the rate that would have been charged if the charity had been invoiced for them. An equivalent amount is included in expenditure.

f) Fixed Assets

Items over £1,000 (2018: £1,000) are capitalised. Fixed assets are stated at cost less accumulated depreciation.

Depreciation of fixed assets is provided at rates calculated to write off the cost of fixed assets over their anticipated useful lives and is charged on a monthly basis from purchase. The rates used during the year were as follows:

Leasehold improvements	10% straight line
Furniture and equipment	25% or 33 1/3% straight line
Computer equipment	33 1/3% straight line
Database	10% straight line
Assets in the course of construction	0%

g) Fixed Asset Investments

Fixed asset investments are stated at market value. Investment income is included in the Statement of Financial Activities on a receivable basis. Realised and unrealised gains and losses on investment assets are shown in the Statement of Financial Activities. Realised gains are based on disposal proceeds compared with either opening market value or cost if acquired during the year.

h) Operating Leases

Operating lease rentals are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

i) Fund Accounting

Restricted funds are those the use of which is restricted by the conditions imposed by the donors. Endowment funds are those where the income can be spent but the capital element retained. General funds are those which are available for the general advancement of CPRE's objectives.

j) Allocation of Costs

Overheads and support costs have been allocated to the cost headings in the Statement of Financial Activities as follows:

An estimate of staff time spent on each activity during the year, together with the individual's salary cost, has been used to calculate the actual cost of staff time spent on each activity. These staff cost figures have been used to calculate a percentage figure, which has been used to apportion the total overhead and support costs.

Support costs include the costs of Human Resources and IT, Finance and Governance. Overhead costs include rent, depreciation and office costs.

Expenditure is recognised on an accruals basis when a liability is incurred.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

k) Raising Funds

The cost of raising funds includes the production and postage costs of appeals and raffles, the marketing and promotional costs of all our fundraising programmes, the costs of members and supporter recruitment and the administrative cost of processing donations.

l) Charitable Activities

Charitable activity costs include all expenditure incurred in direct pursuit of CPRE's charitable objectives.

These include all policy work, development of the branches and regional groups and the production of policy information about its work.

It also includes Membership and Supporter services including the materials, administrative and processing costs for member and supporter services.

m) Taxation

VAT

Irrecoverable VAT is included under the relevant expense headings. In 2019 this amounted to £238k (2018: £207k).

Corporation Tax

CPRE is a registered charity and can claim exemption from Corporation Tax on income and gains, which are applied for charitable purposes under the Corporation Taxes Act 2010.

n) Pension Schemes

CPRE operates defined contribution pension schemes for all qualifying employees. The assets of the schemes are held in separate funds administered by independent providers.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

2. INCOME FROM DONATIONS AND LEGACIES

	Total 2019 £'000	Total 2018 £'000
Unrestricted Funds		
Membership subscriptions	1,438	1,466
Less: Branch share of subscriptions (note 1b)	(585)	(596)
	853	870
Legacies	1,325	1,982
Appeals	356	396
Charitable Trusts and Companies (note 3)	214	127
Committed giving	229	246
Major personal donations	57	69
Raffles	64	59
General donations	55	53
Give as You Earn donations	5	6
Regional Income	1	1
Branch Income	-	-
Total Unrestricted Funds	3,159	3,809
Restricted Funds		
Charitable Trusts and Companies (note 3)	149	205
Branch Income	54	-
Major personal donations	20	21
Total Restricted Funds	223	226
Total income from Donations & Legacies	3,382	4,035

At 31 December 2019, our estimate of the value of legacies that had been bequeathed to CPRE, but which had not been included in the financial statements, was £7k (2018: £123k). None of these bequests has a remaining life interest.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

3. GENERAL, CORPORATE AND TRUST DONATIONS

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000	Total 2018 £'000
Esme Fairbairn Foundation	-	105	105	88
Constance Travis Trust	50	-	50	-
K S Richer Will Trust	12	-	12	33
Ernest Cook Trust	-	10	10	-
Charities Aid Foundation	10	-	10	-
The Underwood Trust	-	20	20	45
Anonymous donations	25	-	25	-
June Stevens Foundation	17	-	17	-
Essex Trust	-	10	10	-
Seven Helpers	-	-	-	10
Sanglier Ltd	-	-	-	37
The Tolkien Trust	-	-	-	26
Anglo- American Charitable Foundation	-	-	-	19
Donations less than £10,000	100	4	104	74
	214	149	363	332

Comparative 2018

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2018 £'000
Esme Fairbairn Foundation	-	88	88
The Garfield Weston Foundation	-	-	-
K S Richer Will Trust	33	-	33
National Association	-	-	-
KMF Maxwell-Stuart's Charitable Trust	-	-	-
Charities Aid Foundation	-	-	-
The Underwood Trust	20	25	45
Anonymous donation	-	-	-
JTI	-	-	-
Seven Helpers	10	-	10
Sanglier Ltd	-	37	37
The Tolkien Trust	-	26	26
Anglo- American Charitable Foundation	-	19	19
Donations less than £10,000	64	10	74
	127	205	332

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

4. OTHER TRADING ACTIVITIES

	2019 £'000	2018 £'000
Rental income	41	38
CPRE publications	2	3
	<u>43</u>	<u>41</u>

5. INVESTMENTS

	2019 £'000	2018 £'000
UK listed securities	81	4
Bank interest	22	7
	<u>103</u>	<u>11</u>

6. RAISING FUNDS

	2019 Total Funds £'000	2018 Total Funds £'000
Fundraising costs:		
Direct costs	523	581
Employment costs	425	426
Support costs	210	186
Total	<u>1,158</u>	<u>1,193</u>

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

7. ANALYSIS OF EXPENDITURE

	Direct Employment Costs	Grant Funding Activities	Support Costs	Direct Costs	2019 Total
	£'000		£'000	£'000	£'000
Charitable activities					
Campaigns and policy to enhance and protect the countryside	642	-	286	242	1,170
Support to branches and volunteers	491	103	279	340	1,213
Develop our capability	428	-	192	811	1,431
Supporter services	268	-	160	152	580
Total Charitable activities	1,829	103	917	1,545	4,394
Raising funds	425	-	210	523	1,158
	2,254	103	1,127	2,068	5,552

The Strategic Collaboration Fund (SCF) continues to make national CPRE funds available to the network for specific, strategic projects designed to increase support and capacity within the CPRE network.

ANALYSIS OF SUPPORT COSTS BY CHARITABLE ACTIVITY

	Overheads £'000	IT & HR £'000	Finance £'000	Governance £'000	Total £'000
Campaigns and policy to enhance and protect the countryside	180	50	41	15	286
Support to branches and volunteers	175	49	40	15	279
Develop our capability	121	34	27	10	192
Supporter services	101	28	23	8	160
2019 Total support costs	577	161	131	48	917

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

Comparative 2018	Direct Employment Costs £'000	Grant Funding Activities £'000	Support Costs £'000	Direct Costs £'000	2018 Total £'000
Charitable activities					
Campaigns and policy to enhance and protect the countryside	630		335	173	1,138
Support to branches and volunteers	371	73	246	358	1,048
Develop our capability	172		94	383	649
Supporter services	230		136	121	487
	1,403	73	811	1,035	3,322
Raising funds	426		186	581	1,193
Total Expenditure	1,829	73	997	1,616	4,515
Analysis of support costs by charitable activity	Overheads £'000	IT & HR £'000	Finance £'000	Governance £'000	Total £'000
Campaigns and policy to enhance and protect the countryside	219	46	55	15	335
Support to branches and volunteers	161	34	40	11	246
Develop our capability	62	13	15	4	94
Supporter services	89	19	22	6	136
2018 Total support costs	531	112	132	36	811

8. EMPLOYEE INFORMATION

The average monthly headcount was 53 (2018: 47). The average number of employees, on a full-time equivalent basis was as follows:

	2019 No	2018 No
Full time	46	42
Part time (FTE)	4	3
	50	45
Employee costs were as follows:	£'000	£'000
Salaries	2,163	1,811
Redundancy/ Termination costs	75	-
National Insurance	215	184
Pension contributions	153	136
	2,606	2,131

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

CPRE operates a Group Personal Pension Plan that all members of staff are eligible to join after the completion of their probationary service period. CPRE contributes 7% of eligible employees' salaries to their pension plans. 50 members of staff (2018: 47) were members of the Group Personal Pension Plan at the end of the year. All of the higher paid employees were members of the Group Personal Pension Plan. Contributions into the Plan for these employees were £31k (2018: £25k). The total value of employee benefits received by key management personnel, (our principal officers (see page 19) was £405k (2018: £334k).

Employees paid £60,000 or more:

	2019	2018
£90,000 - £99,999	1	1
£80,000 - £89,999	-	-
£70,000 - £79,999	3	1
£60,000 - £69,999	1	1

9. TRUSTEES' REMUNERATION AND EXPENSES

None of the Trustees received any remuneration during the year (2018: none). Travelling expenses reimbursed to 11 (2018: 9) Trustees during the year amounted to £4,214 (2018: £4,318).

AUDITOR'S REMUNERATION

The amounts payable to haysmacintyre were:

	2019 £'000	2018 £'000
Audit costs:		
Statutory audit	15	14
Other fees	-	1
Total	<u>15</u>	<u>15</u>

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

10. TANGIBLE FIXED ASSETS

	Leasehold Improvements £'000	Computer Equipment £'000	Assets in the course of construction £'000	Furniture and Equipment £'000	Total £'000
Cost					
At 1 January 2019	570	330	-	5	905
Additions	-	22	99	6	127
Disposal	-	(38)	-	(1)	(39)
At 31 December 2019	570	314	99	10	993
Depreciation					
At 1 January 2019	351	265	-	3	619
Charge for the year	66	29	-	1	96
Disposal	-	(38)	-	(1)	(39)
At 31 December 2019	417	256	-	3	676
Net book value					
At 31 December 2019	153	58	99	7	317
At 31 December 2018	218	66	-	2	286

11. INVESTMENTS

	Listed Investments £'000	Total £'000
Value at 1 January 2019	5,076	5,076
Additions/ (Disposals)	(2,000)	(2,000)
Investment gains	414	414
Value at 31 December 2019	3,490	3,490

The Charity's listed investments represent its only financial assets measured at fair value.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

12. TRADING SUBSIDIARY

CPRE Enterprises Limited

The organisation has a wholly owned subsidiary registered in England, CPRE Enterprises Limited.

CPRE Enterprises Limited has been dormant throughout 2019 and 2018.

Summarised Balance Sheet of CPRE Enterprises Limited	2019 £	2018 £
Cash at bank	2	2
Called up share capital	2	2

13. DEBTORS

	2019 £'000	2018 £'000
Accrued legacy income	627	918
Accrued Income	17	-
Prepayments	184	164
Other debtors	95	118
	<u>923</u>	<u>1,200</u>

14. CREDITORS: amounts falling due within one year

	2019 £'000	2018 £'000
Share of subscriptions owed to branches and regional groups	143	165
Accruals and deferred income	118	62
Grant Commitment	57	71
Trade creditors	359	245
Taxation and social security	66	54
Pension schemes	23	19
Accrued rent	46	46
	<u>812</u>	<u>662</u>

CREDITORS: amounts falling due after more than one year

	2019 £'000	2018 £'000
Accrued rent	52	97

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets £'000	Investments £'000	Net Current Assets £'000	Total Net Assets £'000
General Funds	317	3,364	731	4,412
Designated Funds	-	-	1,855	1,855
Total Unrestricted Funds	317	3,364	2,586	6,267
Restricted Funds	-	-	347	347
Endowment Fund	-	126	-	126
At 31 December 2019	317	3,490	2,933	6,740

Comparative 2018

	Tangible Fixed Assets £'000	Investments £'000	Net Current Assets £'000	Total Net Assets £'000
General Funds	286	4,969	1,144	6,399
Designated Funds	-	-	1,486	1,486
Total Unrestricted Funds	286	4,969	2,630	7,885
Restricted Funds	-	-	358	358
Endowment Fund	-	107	-	107
At 31 December 2018	286	5,076	2,988	8,350

Designated funds are represented by:

	1 Jan 2019 £'000	Expenditure £'000	Transfer from General Funds £'000	31 Dec 2019 £'000
Strategic Collaboration Fund	177	(103)		74
Legacy fund for work in North Yorkshire	170	(88)		82
Funds held by regions	235	(6)		229
Strategic Investment Fund	904	(134)		770
Office Move	-		700	700
Total Designated Funds	1,486	(331)	700	1,855

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

16. RESTRICTED FUNDS

	1 January 2019 £'000	Incoming Resources £'000	Resources Expended £'000	Balance at 31 December 2019 £'000
Esmée Fairbairn Foundation	87	105	46	146
CPRE Mark	25	4	-	29
JTI	1	-	1	-
Balances b/fwd: each under £5,000	4	-	-	4
The Garfield Weston Foundation	55	-	44	11
KMF Maxwell-Stuart's Charitable Trust	17	-	15	2
Andrew Mason legacy	72	-	30	42
Sanglier Ltd	33	-	33	-
Underwood Trust	25	-	25	-
Anonymous donors 1	1	-	1	-
Anonymous donors 2	-	20	17	3
Anglo American Charitable Foundation	19	-	-	19
Tolkien Trust 1	14	-	14	-
CHK Charities Ltd	5	-	-	5
The Underwood Trust 2	-	20	-	20
The Essex Trust	-	10	10	-
The Ernest Cook Trust	-	10	-	10
Schlaikjer-McIntyre Family Fund	-	2	2	-
Hastoe Housing Association	-	1	-	1
CPRE Lincolnshire	-	54	-	54
The Earl Fitzwilliam Charitable Trust	-	1	1	-
Total restricted funds	358	227	238	347

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

Comparative 2018	Balance at 1 January 2018 £'000	Incoming Resources £'000	Resources Expended £'000	Balance at 31 December 2018 £'000
Esmée Fairbairn Foundation	115	88	116	87
CPRE Mark	21	4	-	25
Anonymous donors 1	15	-	15	-
JTI	3	-	2	1
Balances b/fwd: each under £5,000	1	6	3	4
The Garfield Weston Foundation	80	-	25	55
KMF Maxwell-Stuart's Charitable Trust	17	-	-	17
Andrew Mason legacy	98	-	26	72
Sanglier Ltd	-	37	4	33
Underwood Trust	-	25	-	25
Anonymous donors 2	-	20	19	1
Anglo American Charitable Foundation	-	19	-	19
Tolkien Trust 1	-	16	2	14
Tolkien Trust 2	-	10	10	-
CHK Charities Ltd	-	5	-	5
	350	230	222	358

- The Esmée Fairbairn Foundation grant is towards a project addressing litter at a strategic level in Essex.
- Mark fund is used for the branch award scheme as noted in note 17.
- The donation from JTI is for the Stop the Drop campaign.
- The Garfield Weston Foundation grant is contributing to the Litter Campaign by paying for the Campaign Officer post.
- KMF Maxwell-Stuart's Charitable Trust grant helps to investigate issues and trends in landscapes that are causing their decline.
- The bequest from Mr Andrew Mason is for projects in Devon.
- The donation from Sanglier Limited is funding the design and implementation of a brand new website.
- The Underwood Trust is funding our Brownfield First project.
- The anonymous donation 2 funded a Campaigns Officer post.
- Anglo-American Charitable Foundation funded our Landscape enhancement project.
- The first donation from the Tolkien Trust supported our first apprenticeship scheme. The second donation is for work on enhancing our website.
- CHK Charities Ltd is funding our Housing Design project.
- The Underwood Trust 2 is funding our Brownfield project.
- The Essex Trust is funding our Landscape Enhancement project.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

- The donation from the Ernest Cook Trust is supporting our apprenticeship scheme.
- Schlaikjer-McIntyre Family Fund funded our 'State of the Green Belt' report.
- Hastoe Housing Association is funding the launch of our Housing Design project.
- The Earl Fitzwilliam Charitable Trust is funding our Landscape Enhancement project.
- CPRE Lincolnshire relates to the cash balances of the local CPRE
- The anonymous donations 1 were for our work protecting London Green Belt.

17. ENDOWMENT FUND

	Balance at		Income, Investment Gains/ (losses)	Balance at
	1 January 2019 £'000	Transfers £'000	£'000	31 December 2019 £'000
Endowment Fund (Colonel Hill)	107	-	19	126

Comparative 2018	Balance at		Income, Investment Gains/ (losses)	Balance at
	1 January 2018 £'000	Transfers £'000	£'000	31 December 2018 £'000
Endowment Fund (Colonel Hill)	110	-	(3)	107

The Endowment Fund was established by a donation in 1997. The income from the Fund is used to fund the CPRE Mark, which signifies approval for constructive developments and schemes, which leave the environment protected or enhanced.

CPRE CAMPAIGN TO PROTECT RURAL ENGLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 DECEMBER 2019

18. OPERATING LEASE COMMITMENTS

At 31 December 2019, CPRE was committed to making the following payments in respect of non-cancellable operating leases:

	2019 £'000	2018 £'000
Land and Buildings		
Payments due within 1 year	428	427
Payments due within 2-5 years (*)	479	905
Other		
Payments due within 1 year	1	1
Payments due within 2 to 5 years	1	2

(*) The property lease for 5 – 11 Lavington Street expires in February 2022.

19. RELATED PARTY

Patrick Cooper, a co-opted member of the Finance Audit & Operational Effectiveness Committee, is the husband of Caroline Mason CBE who is CEO of the Esmée Fairbairn Foundation from whom CPRE have received grant funding. The details of the grants received can be found note 16. These grants were awarded on an "arm's length" basis and Patrick is not involved in any decision making regarding applications to trusts and foundations.

All Trustees are members of CPRE and pay the standard membership subscription.

PROFESSIONAL ADVISORS

Honorary Standing Counsel

John Hobson QC – Retired June 2019

Paul Brown QC – Appointed June 2019

Legal Panel

Paul Brown QC

John Hobson QC

Heather Sargent

Stephen Whale

Solicitors

Russell Cooke LLP

2 Putney Hill

Putney

London

SW15 6AB

Freeths LLP

1 Vine Street

London

W1J 0AH

Auditor

Haysmacintyre LLP

10 Queen Street Place

London

EC4R 1AG

Bankers

NatWest

2a Charing Cross Road

London

WC2H 0NN