

The cover illustration is a colorful, stylized scene. At the top, there are yellow and blue buildings under a light blue sky with clouds. Below the buildings is a large white banner with the title text. The banner is held up by two orange figures. To the left of the banner, a pink figure holds a 'LOVE PARKS' flag. To the right, a white figure is seen from behind, holding a leash. In the foreground, there are green bushes, a blue bench, and three recycling bins (red, orange, and blue). A pink figure is using a red tool to pick up a white bottle from the ground. Another orange figure is on the right side of the foreground. The bottom of the illustration shows a blue body of water with a white bottle floating in it.

ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

A COMPANY LIMITED BY GUARANTEE
COMPANY REGISTRATION NUMBER: 3496361
CHARITY NUMBER: 1071737

IMPACT OF COVID-19

The impacts of the Coronavirus pandemic on Keep Britain Tidy were felt before the country went into lockdown with the postponement of the Great British Spring Clean five days before launch. In common with charities across the country, our offices were closed and staff had to quickly adjust to working in a virtual world, making use of technology to keep things moving and keep teams connected. We were also forced to call a halt to many of our activities, which rely on engaging with communities in the big wide world.

Charities must be able to adapt quickly and Keep Britain Tidy did just that. Within two weeks of lockdown we had developed a campaign to support local authorities in dealing with some of the environmental consequences that we saw very quickly developing, including fly-tipping, dog fouling and littering. We were able to provide free digital assets to every local authority in the country that wanted and needed them, as well as offer them the opportunity to buy posters at very low cost. We also took our Eco-Schools programme into the digital world with the launch of #EcoSchoolsAtHome, providing resources to help keep environmental education alive while schools were closed and millions of parents were tackling home schooling for the first time.

We have developed new ways to deliver our services, with both our training and research moving online to allow work to continue, but we are not complacent. Though the majority of furloughed staff were back in work by the end of July, we realise that there will be some significant challenges ahead, both in terms of generating income with so much economic uncertainty and also in terms of making the same level of impact with the continuing restrictions.



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TRUSTEES' REPORT

The Board of Trustees present their annual report together with the audited financial statements for the year ended 31 March 2020.

OUR ACHIEVEMENTS IN THE YEAR

LITTER AND PLACE SERVICES



Membership of our professional Local Authority Network for Streetscene, Waste and Enforcement Managers remained steady with 103 members drawn from local authorities and supporting businesses across England. However, our target to grow the network to 115 members was not achieved and in response we are reviewing the membership offer for 2020/21.

We continued to deliver the award-winning 'We're Watching You' dog fouling campaign and the number of partners now involved totals 226. We also continued to deliver the #CrimeNotToCare fly-tipping campaign, which now has 46 partners signed up.

We launched the new #Litter Heroes course, which aimed to provide group leaders with the skills they needed to promote, deliver and evaluate a successful litter pick or clean-up event. Ideal for those intending to carry out a clean-up for Great British Spring Clean (GBSC).

We launched our new dog fouling 'Do it for your dog' campaign at the Network Conference in February, using the dog as the messenger to explain that fouling is unacceptable. This is a social-led campaign highlighting the issue in a fun way.

We trained 506 delegates and delivered 44 training courses across England. Customer satisfaction remains high with 100% of delegates rating the training as good or excellent. In addition, four training courses had to be postponed due to Coronavirus.

The annual Keep Britain Tidy Network Conference and Awards was held at the NEC in Birmingham in February, before lockdown. Speakers included Defra, Environment Agency, The Kennel Club and local authorities, and was attended by 125 decision-makers. The evening awards ceremony was a huge success, attracting 180 people – our biggest event yet.

We carried out a number of local environmental quality (LEQ) monitoring surveys on behalf of clients, including local authorities and cleansing contractors.

The Tidy City partnership between Keep Britain Tidy and Manchester City Council has continued and we have held numerous steering group meetings throughout the year, with both parties working hard to achieve the Tidy City 'continuous improvement status' by the end of December 2020.

EDUCATION



This financial year saw the highest number of renewal and first Green Flag applications since the programme began and since the introduction of Green Flag fees. The team had the target of 500 Green Flag applications achieving 492, however, this was significantly impacted due to the disruption and closure of schools in the last few weeks of the financial year. This period historically is a busy time for applications before the Easter break; we would have achieved our target for Green Flags otherwise. We also saw a huge increase in the growth of the programme with 3,659 new or re-engaged schools joining, an increase of 78% from last year's registration total. This huge increase also meant that for the first time the programme passed 20,000 registered Eco-Schools. A significant proportion of this new engagement came from the early years sector due to the introduction of the new nursery pathway and differentiated resources on the national website in September 2019.

With the new development of the CRM, for the first time we are able to report on the annual number of schools achieving other awards and track the time it takes on average for schools to progress from registration to Green Flag – this is around one academic year. This year 947 reached Bronze and 524 reached Silver. We would hope that in the next academic year a significant proportion of schools will apply for their first Green Flag award.

Eco-Schools training surpassed its income target this financial year, with additional training sessions having to be introduced to meet demand. During the course of the year 184 teachers were trained at RSPB Centres across the country and 30 teachers trained at bespoke sessions in the North West – in total generating £30,110 for the programme.

There have been numerous partnerships developed to help support schools and also cover Green Flag fees: David Luke, Harrogate Spring Water, the Lister Foundation, The Reta Lila Howard Foundation, Thames Water, Middleport Environmental Charity and Mars Wrigley. We have also been working more closely with other national charities to help schools with topic actions such as the RSPB, Modeshift STARS, GAP and MCS.

Finally, to celebrate the 25th anniversary of the Eco-Schools programme, in December 2019 we held our first ever national Eco-Schools award ceremony at the Etihad Stadium in Manchester, with Steve Backshall. Several hundred young people were in attendance, along with some of our most supportive and active partners such as David Luke and Helping Hands. On the day, 16 awards were presented including the Lifetime Achievement award for Cannon Burrows High School, the first school in England to achieve a Green Flag award, 1996, and who recently passed their 10th Green Flag assessment visit.

WATERSIDE CARE AND VOLUNTEERING PROGRAMMES

Our regional projects encourage and support communities to look after and care for their local stretch of river, beach or canal, as well as helping to increase recycling and reusing items that might otherwise go to landfill. They hold regular clean-ups, carry out citizen science projects, survey wildlife, tackle non-native plant species, restore habitats and unite communities around their local waterways.

With continued funding from a variety of partners, the team has continued to perform strongly and there are projects running in several areas of the country: RiverCare and BeachCare in the Anglian region; BeachCare and the Ocean Recovery Project in the South-West; LoveMyBeach in the North-West and WatersideCare in the Midlands.

The habitat development project, funded by the John Ellerman Foundation, has provided opportunities for volunteer groups to gain a greater understanding of wildlife habitats and deliver practical management to increase

biodiversity value and improve community green spaces for physical and mental health and wellbeing.

Keep Britain Tidy cannot achieve its goals alone and this is where our army of volunteers, who we call our #LitterHeroes, comes in, helping us care for the environment on their and your doorstep.

Thanks to the players of People's Postcode Lottery, our growing army of #LitterHeroes Ambassadors is now being actively supported to tackle litter in its communities and is reaching out to engage local people, businesses and schools. Building on our work in year one, we succeeded this year with our aim to grow the programme, surpassing our target in bringing the total number of Ambassadors to 310. They work to engage new people and take action throughout the year in their communities.

Keep Britain Tidy has delivered corporate volunteering events for 11 different organisations, enabling businesses to take part in activity to make a real, visible difference to their environment.



AWARDS AND ACCREDITATION

Our high-profile programmes, designed to improve local beaches, parks and green spaces, continue to go from strength to strength. In May 2019 we announced 71 Blue Flag winners in England and 137 beaches achieved the Seaside Award.

The number of Green Flag Awards achieved in the UK in July 2019 was 1,973, an increase of 4.6% on the previous year. Included in this figure were 312 Community Award winners and 101 Green Heritage Site accreditations. Three award ceremonies were held in Wirral, Northampton and Hillingdon, attended by more than 800 people. The scheme continues to be piloted internationally with

winners in the United Arab Emirates, Germany, The Netherlands, Republic of Ireland, Australia, New Zealand, Finland, Sweden, Turkey, Belgium, Mexico, Portugal and USA. Internationally, 135 parks achieved the Award during the year.

We want to see more local authorities investing in good quality public space, in support of a range of objectives including the physical health and mental wellbeing of local communities and improved local biodiversity. There are now 260 local authorities in England holding one or more of our awards: Blue Flag Award, Seaside Award and Green Flag Award.



CAMPAIGNS AND MARKETING



The Great British Spring Clean in 2020 was on target to be our biggest ever campaign. In just two months, we had recruited more than 680,000 volunteers and 19,239 events had been organised.

The whole campaign, unfortunately, had to be stopped – like much of our national life – as lockdown loomed and we announced that the campaign was being postponed until September, when we are hopeful that we can bring communities back together with a positive environmental action.

The campaign was backed, once again, by the Daily Mail, which supported it with content both in print and online. Despite the campaign being postponed, as of 16th March, 848 articles about the campaign had been published, with an advertising value equivalent (AVE) of £134.9 million.

The social media element of the campaign was also on track to exceed 2019. The social media had already reached 51 million with more than 13,400 posts across Twitter, Instagram and Facebook.

Once again, thanks to our partnership with out-of-home provider Clear Channel, the campaign creative ran across Clear Channel platforms including Storm, Adshell Live, Malls, Wrap and Socialite, allowing the campaign to be seen in every corner of the country and amplifying the message.

The Great Big School Clean element of the campaign was also on track to be bigger in 2020, with more than 171,000 children and young people already registered to take part. Once again, thanks to our partnership with Wilko, we were able to offer a £1,000 prize to one lucky school.

This year's Great British Spring Clean also saw us welcome out of hibernation the much-loved Wombles – the original eco-warriors who were

encouraging children to reduce, reuse and recycle in the 1970s. The partnership meant we were able to take a 'real-life' Womble – Orinoco – into Parliament to help launch the campaign and even the PM Boris Johnson found the time to say hello. He also helped us recruit an amazing 186 MPs to support the campaign. Exclusive new, short animations for social media proved to be a big hit with our supporters and there was overwhelming support for the Wombles' re-emergence to back Keep Britain Tidy.

Our Network Conference in February saw us launch a new dog fouling campaign pack for local authorities, 'Do it for your dog', which let the dogs do the talking – literally. A social-first approach saw us create some short videos in which it appeared the dogs were talking about their owners and their attitudes to cleaning up after their pets. The campaign will continue to be rolled out in 2020 as the marketing of it was overtaken by events with the Coronavirus pandemic.

Our support for Defra's 'Keep It Bin It' campaign continued and the messaging was seen at transport hubs, motorway service stations and cinemas, all with the aim of making littering socially unacceptable. The focus on young people saw the campaign travel to Leeds Festival in summer 2019 and attracted the attention of multi-Grammy and Brit winner Billie Eilish who was pictured in front of the giant Keep It Bin It mural that had been created on site.

Our website continues to perform well but we are continually looking for ways to improve the user experience and will be looking to develop our digital presence further in 2020/21, as well as building on our success in garnering media attention and being the 'go to' organisation for media when it comes to the issues of litter, fly-tipping and waste.

CENTRE FOR SOCIAL INNOVATION

The Centre for Social Innovation works with public, private and third-sector stakeholders to develop, pilot and scale new ways to prevent waste and litter and improve public spaces based on behavioural insight.

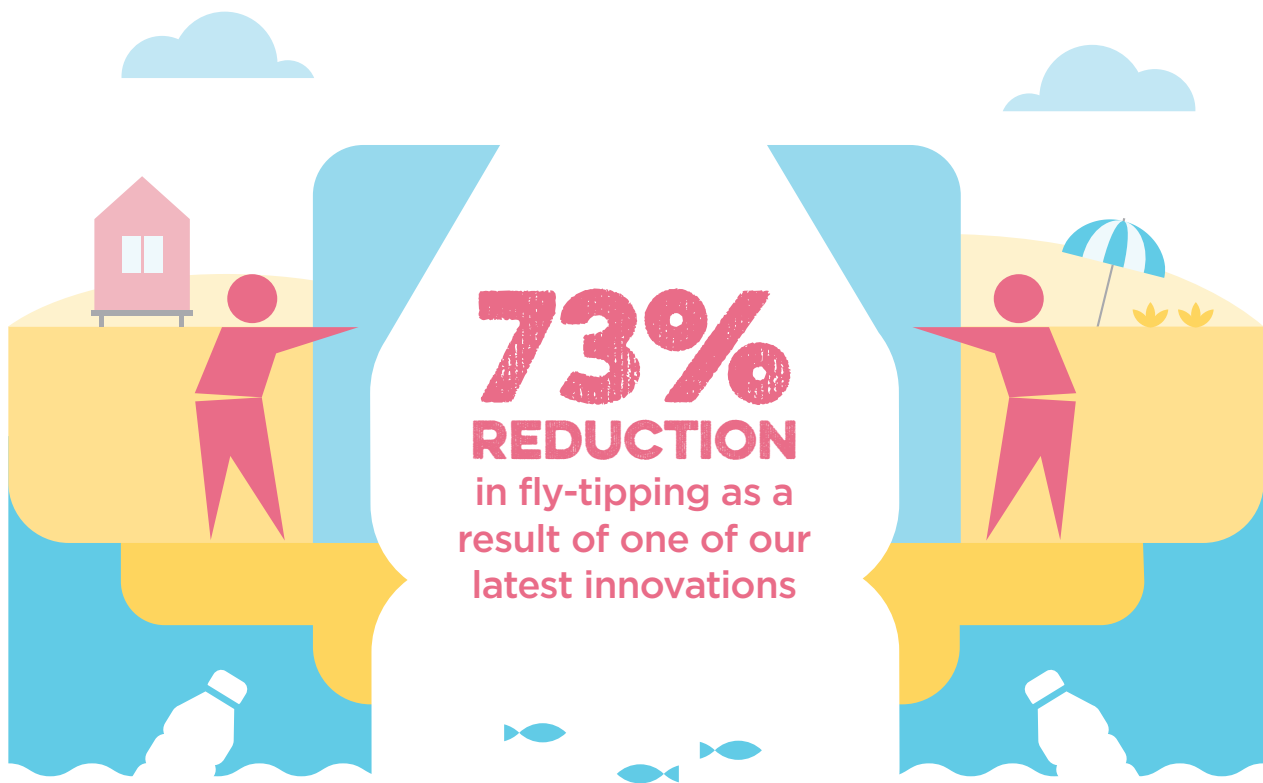
Over the past year we have conducted further work to consolidate our position as the go-to organisation for research and innovation on fly-tipping. We delivered a flagship programme in the London Borough of Newham, called Better Streets, through which we piloted a number of practical interventions to tackle fly-tipping resulting in reductions of up to 73%. We have piloted a further five interventions in partnership with nine other authorities and the results and scaling of these will follow in 2020/21.

This year we have completed two projects for Defra. The first was a piece of research looking at the potential litter reductions under a Deposit Return Scheme, and public willingness to pay for this. The results informed the Government's cost/benefit analysis. Together with the Litter and Place Services and Waste Insights Teams, we carried out a second comprehensive research project, looking at the composition of litter on

the ground alongside waste in public litter and recycling bins. The research was the first of its kind in the UK and as far as we are aware, in the world. 3,000 sites across England were surveyed, including litter counts by type and by brand.

We are proud to have maintained our accreditation as a Company Partner of the Market Research Society. As well as conducting our own high-quality research, we continue to work to stimulate research into litter and local environmental quality issues and this year published a fourth edition of our Journal of Litter and Environmental Quality. This included papers on new behaviour change methods to tackle gum littering, influences on the UK Government to tackle plastic pollution and a paper from the Centre for Social Innovation's Market Research Manager, Andrea Turner, on moving from awareness to action on single-use plastic water bottles.

This year we have continued to diversify our work, with new research and projects on waste reduction, food waste prevention and recycling contamination, the results of which will follow next year.



WASTE INSIGHTS



The Waste Insights Team works with local authorities, waste companies, housing providers and schools to help people reduce waste and increase recycling. We do this through community engagement campaigns, education in schools, marketing communications, consultancy work, staff provision and training.

The contamination of recycling with the wrong materials is a major problem, and tackling this issue was a strong theme for us this year. Working with Resource London (a programme of the London Waste and Recycling Board), we piloted the Contamination Hit Squad – a shared London officer resource to tackle contamination in kerbside recycling collection through a structured and targeted feedback loop to individual households. Official results will be available later in 2020, but preliminary results show that we slashed the number of contaminated recycling bins by up to 70%. We will build on this success as we develop our new Contamination Reduction Programme in conjunction with the Centre for Social Innovation, which aims to design new and effective approaches to reduce contamination.

Celebrating eleven years of the Recycle for Your Community programme in East London, we took the reduce, reuse, recycle message to 8,145 children in schools, libraries and community

groups across the region. We engaged with 2,747 North London residents at public engagement events and workshops about food waste prevention, with 79% stating they will be taking action to reduce their food waste as a result of the event.

We worked with two local authorities in London and the South East on preparatory work for future service changes, surveying the suitability of more than 158,000 properties for wheeled bins to replace the presentation of waste and recycling sacks on the street.

We delivered a comprehensive, two-season waste composition analysis of residual waste and dry recycling for an inner London borough, and a further residual waste analysis for another local authority in the South East. In both locations we identified that as much as two-thirds of residual waste could have been recycled, driven largely by food waste making up to 40% of residual waste. We also worked with Litter and Place Services and the Centre for Social Innovation on research for Defra into the composition of litter, analysing the contents of litter and recycling bins. We have developed our expertise around waste composition analysis greatly this year in response to growing demand for this insight-led service.

WE WOULD LIKE TO THANK



OUR VOLUNTEERS

Our huge thank you goes out to the many volunteers who give up their time freely to help deliver our charitable objectives. During 2019/20 we received active support from our volunteers as follows:

- 3,606 Blue Flag and Green Flag Award judging and assessing days.
- 245 Eco-Schools assessor days.
- 9,278 volunteer days across our RiverCare, WatersideCare and BeachCare programmes.

Celebration events were held in each area to say a big thank you to the volunteers who do so much to keep Britain tidy.

OUR PARTNERS AND FUNDERS

The Board of Trustees gratefully acknowledges the valuable support we receive from many organisations for our campaigns and activities at both a national and local level during the year. We would mention specifically:

- Thorntons for donating proceeds from the carrier bag charge to support our work.
- The Vegetarian Society, Mars Wrigley, David Luke, Duracell, The Reta Lila Howard Foundation and the Lister Foundation for support for our education programmes.

- The Environment Agency, United Utilities, South West Water, Severn Trent Water, Anglian Water and Canal & River Trust, the John Ellerman Foundation and the Lister Foundation for support for the 'care' programmes.
- Heathrow Airport, Defra and Brita for supporting campaign and research projects.
- Mars Wrigley, Red Bull, Co-op, Wilko, PepsiCo and Coca-Cola for funding the Great British Spring Clean campaign, and McDonald's and Costa for their donations.
- People's Postcode Lottery for their support in developing our charitable campaigns on litter, waste and support for our Eco-Schools programme.
- Wilko for their support for Great British Spring Clean campaign and Eco-Schools in Leicester.

LOOKING AHEAD

A CHARITY THAT MAKES A DIFFERENCE TO THE ENVIRONMENT ON PEOPLE'S DOORSTEPS

As we entered a new decade, many commentators were reflecting on the fact that we have ten years in which to deliver substantial change to the ways in which we live our lives and consume the earth's natural resources. Unfortunately, since the much-lauded Paris Agreement at COP 21, global emissions of carbon have increased 4%, which gives some indication of the political, institutional and behavioural challenges ahead.

What no one could have predicted was how quickly and dramatically things would change within the first three months of 2020.

Our world has been turned upside down with the Coronavirus pandemic and our way of life, globally, has been affected on a scale that none of us could have imagined, with thousands of deaths already recorded around the world. Beyond this, the economic impact is likely to be severe and we have already seen millions of people lose their jobs, economies effectively closed down and governments turn their focus to keeping people safe and managing the fallout.

The environment, which is temporarily feeling the benefit of the reduction in travel and consumption, may be a short-term 'winner' with much of the world in lockdown but already there have been calls from some industrial sectors to postpone implementation of key environmental legislation in the face of the crisis. Furthermore, the postponement of COP 26, which had been due to take place in Glasgow in November 2020, suggests that we will need to work harder than ever to ensure the environment remains a key priority for government in the face of pressure to relax environmental controls as a means of stimulating an economic recovery.

Indeed, if as some commentators suggest 'normal' was in fact the crisis, then a post-Corona virus world presents a rare opportunity to consolidate the growing public interest in sustainability and new ways of working and create a cleaner, fairer and happier planet for people and nature.

It is against this backdrop that we will continue our work in 2020 and beyond. We will focus on our mission to put the quality of the local environment at the heart of all our work so that everyone is able to love where they live and, as our own individual worlds have all got much smaller, this matters more than ever.

When it comes to the issues of littering, fly-tipping and unsustainable consumption our work has never been more important. Our own surveys illustrate

that our streets are now more littered, over one million fly-tipping incidents were recorded in 2019, the highest for ten years, and statistics for levels of household waste consumption and recycling remain static with little obvious improvement. Government has recognised the need for action with a raft of consultations aimed at reducing waste and litter. Business is now shifting, as demonstrated by the voluntary measures being undertaken through WRAP's Plastics Pact and the impending threat of Extended Producer Responsibility making manufacturers responsible for clean-up and prevention of waste and litter. However, 'more and faster' needs to be our mantra for the next three years.

The importance of accessible natural greenspace is now firmly in the public spotlight and our ongoing call for greater government investment in support of our treasured network of parks and greenspaces is more important than ever. The current lockdown measures make it clear just how vital these spaces are for communities, particularly in areas of deprivation and in our main urban centres.

We wait to see what the current situation means for local authority spending in the long term and whether the message of an end to austerity – much trumpeted as recently as the beginning of March – is something that will be followed through, with the UK's deficit and overall national debt forecast to grow to levels not seen since the Second World War.

Applications for our Green Flag Award for parks continue to grow each year and we must ensure that local authorities are supported in continuing to maintain the necessary standards. We will continue to shout about the benefit of public space and how the concept of public over private luxury helps deliver stronger community relationships and better health outcomes.

We have revised our vision, mission and primary aims to better describe the actual work we undertake and provide a more compelling narrative for the charity.

Our new vision re-establishes our connection with the 'Love Where you Live' brand, which our own #LitterHeroes Ambassadors felt best embraced the ethos of the charity.

Our revised mission statement reclaims the concept of 'local to global', connecting the huge amount of work undertaken at a local level by our team members and volunteers with our ability to affect real impactful change through our national networks, which in turn allows us to evidence real, lasting and impactful change.

Our organisational aims have been reviewed and revised to bring forward our work on sustainability and help us more strongly link our work to the

climate emergency, which will be important in attracting new supporters and new investment.

Vision: A clean and healthy environment, rich in wildlife and valued by people who 'Love Where they Live'

Mission: To inspire and empower people to take local action in support of global environmental change

Aims:

- To eradicate litter and fly-tipping
- Act to improve the quality of public space
- Inspire people to live more sustainably

In a future that looks increasingly uncertain, we will continue to focus all our efforts on delivering an environment for everyone, so they are able to love where they live.

FINANCIAL REVIEW

We are delighted to report total income of £4.86m in 2020 (2019: £6.49m). This includes donated services valued at £0.55m (2019: £1.90m). Our income excluding donations and legacies has reduced slightly from the previous year as a direct impact of COVID-19 on our ability to

deliver projects in March. Our donated income and legacies has reduced significantly as the Great British Spring Clean in 2020 has had to be postponed, meaning the donated time could not be recognised in this year's accounts (2019: GBSC donated time was valued at £1.43m).

WHERE OUR INCOME CAME FROM

It would not be possible to continue to carry out our work without the generosity of all our local authority clients, partners, volunteers and supporters. Although we do not pro-actively engage with the general public to raise funds, we do work with commercial organisations where we believe our interventions can change behaviour and reduce waste and litter. Where there are commercial arrangements in operation there is a formal commercial participator agreement in place.

OTHER

£2.238M

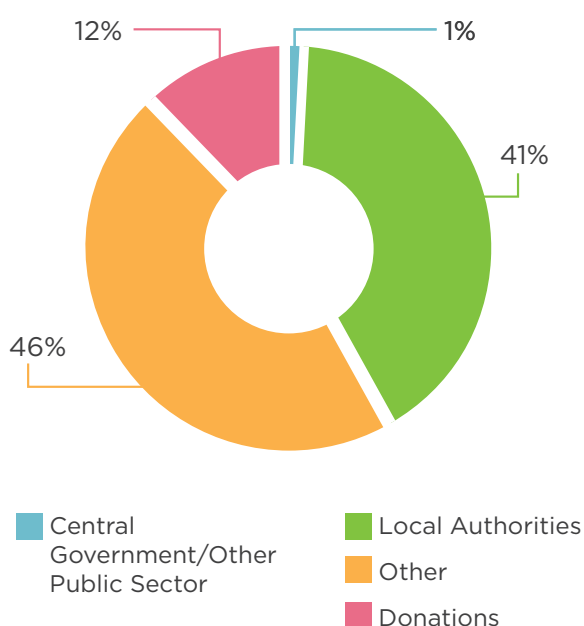
Income from a variety of sources including corporates and trusts/foundations to provide support to deliver our work including funding research into behaviour change programmes, waste reduction schemes and delivery of campaigns such as the Great British Spring Clean.

LOCAL AUTHORITIES

£1.989M

To provide various anti-litter advice and campaign materials, waste reduction programmes, accreditation programmes and our Eco-Schools awards programme.

INCOME 2019/20 BY SOURCE



DONATIONS

£0.586M

This is a valuation of the time given freely by our specialist volunteer judges and project coordinators, without which we would be unable to continue to run our services. This also includes income donated through the 5p carrier bag charge.

CENTRAL GOVERNMENT/OTHER PUBLIC SECTOR

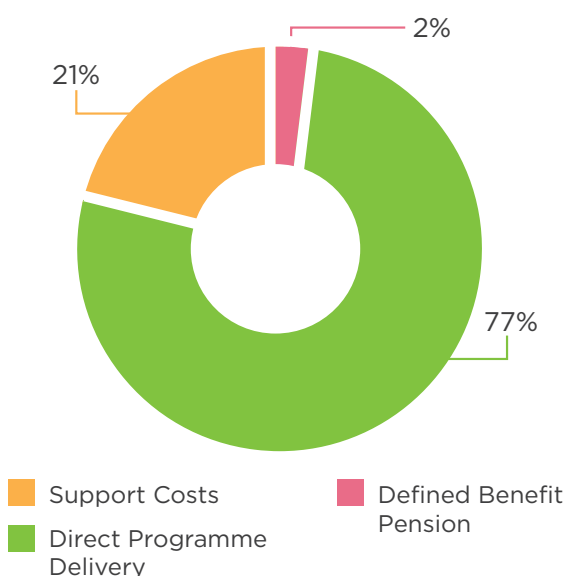
£0.042M

These are specific grants primarily used to deliver our care programmes.

WHERE THE MONEY IS SPENT

Our total spend for the year was £4.827m (2019: £6.417m). We manage our expenditure to maximise delivery of our programmes and activities within the boundaries of the funding we are able to secure.

BREAKDOWN OF OUR CHARITABLE ACTIVITIES EXPENDITURE



SUPPORT COSTS

£0.994M

These stand at 21% of total income (2019: 15%), and are essential to ensuring that the charity is well run.

DIRECT PROGRAMME DELIVERY

£3.713M

To directly deliver our valued work across all our programme areas.

DEFINED BENEFIT PENSION

£0.120M

To service our historic underlying defined benefit pension scheme. This scheme was closed to new members in 2008.

Total fund balances, before recognising the FRS 102 pension liability, amounted to £1.806m (2019: £1.802m) including the balance of the unrestricted general fund at the end of the year of £1.256m (2019: £1.333m).

RESERVES POLICY

The Trustees believe that the Charity should hold financial reserves because:

- It has no endowment funding.
- It requires protection against and the ability to continue operating despite unforeseen setbacks.
- It requires the ability to take advantage of change and opportunities to further its objectives.

The Trustees have reviewed the reserves policy and reassessed the amount needed to ensure the Charity can run efficiently and has a sufficient amount to mitigate risks of events outside their control. Each year the Trustees consider the appropriate level of free cash reserves. They review Keep Britain Tidy's requirements and consider a sustained fall in income of 10-15% to be a reasonable basis for setting a minimum level. It

is the intention of the Trustees to hold sufficient reserves to enable expenditure to be reduced in a managed fashion, should the need arise, avoiding the need to halt work abruptly. The Trustees have agreed that free reserves should normally be within a range of eight to twelve weeks' unrestricted expenditure excluding time valued in kind. At 31st March 2020 the expected operating costs of Keep Britain Tidy for a ten-week period are forecast to be circa £1m.

Total reserves (excluding the pension deficit) was £1.806m (2019: £1.803m) with £0.549m (2019: £0.469m) being restricted. Details of the Charity's funds are shown in Notes 15 and 16. An analysis of the Charity's net assets between the funds is given in Note 16. The cash balances of the Charity at 31st March 2020 were £1.89m (2019: 1.86m). The Trustees consider that sufficient resources are held in an appropriate form.

FUNDRAISING

Keep Britain Tidy are members of the Fundraising Regulator and as members we follow the Code of Fundraising Practice, including the policy on dealing with vulnerable people.

The Charity carries out all fundraising through its internal teams and volunteers and does not employ external or commercial firms, and there are no employees dedicated directly to fundraising.

The Charity is not subject to any undertaking to be bound by any voluntary scheme for regulating fundraising or any voluntary standard of fundraising in respect of its activities. No complaints have been received in respect of the charity's fundraising activities during the financial year.

The Charity protects vulnerable people and other members of the public by not undertaking in any direct marketing activities with the general public.

EMPLOYEES

There is a continued commitment to forging an organisation where staff feel supported and included. Employees are kept informed via 'The Weekly News' as well as through meetings, emails, and intranet and through communications from the Chief Executive. The Charity supports equality of opportunity and is committed to the training and development of its employees. There is a strong desire to retain a degree of flexible working and a selection of employee benefits. An individual's development is assessed by means of annual appraisals and training, and development programmes are provided to develop employees for both their current and future roles and to meet the Charity's present and future needs.

PENSIONS

In addition to the current money purchase scheme the Charity operated a defined benefit pension scheme until 2008. The actuarial surplus or deficit

on the funding of the scheme is recalculated annually and the deficit at 31st March 2020 of £4.440m (2019: £4.669m) is shown in Note 20 to the accounts. The current accumulated deficit in the scheme is deducted from Unrestricted Reserves under FRS 102 principles. The Trustees are aware of the very volatile nature of the deficit calculated according to FRS 102 and that this deficit will vary greatly depending on the assumptions made at valuation dates. The most recent recalculation resulted in a recognised actuarial net gain of £0.204m (2019: actuarial net gain of £0.421m) being recorded in the Charity's Statement of Financial Activities as a result of these changing assumptions. The deficit under FRS 102 reduced by a net £0.229m (2019: net decrease of £1.166m) at March 2020 when calculated net of contributions made to the scheme and interest charges during the year.

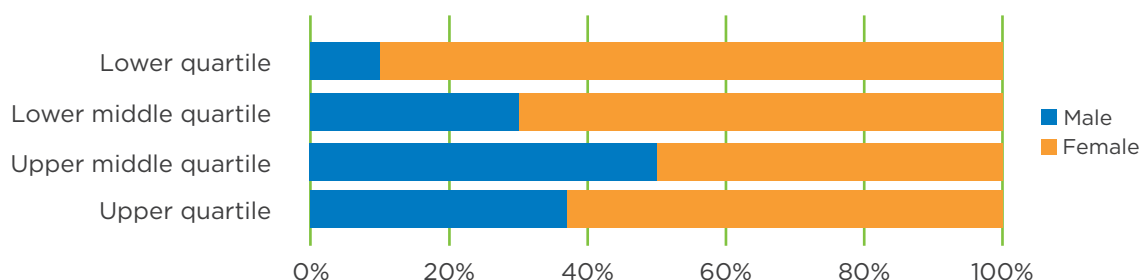
GOING CONCERN

The Trustees, in meeting their obligation to consider the going concern status of the organisation, have reviewed the revised plans and forecasts prepared by management for the period to September 2020. Particular regard was placed on the organisation's ability to meet its obligations in respect of the deficit on the defined benefit pension scheme, along with the expected impact of the Coronavirus pandemic. They have considered the organisation's ability to fund its activities and recognise the need for the Charity to find new sources of income and funding. The Trustees have concluded that the forecasts prepared are appropriate and the organisation can reasonably expect to continue to fund its programmes and activities. They also believe the Charity can meet its financial obligations in respect of contributions towards the deficit on the defined benefit pension scheme as agreed with the pension scheme Trustees. The organisation's progress with meeting its forecasts will be monitored and mitigating actions taken if necessary. The Trustees have concluded that it is appropriate to consider the organisation a going concern.

GENDER PAY REPORTING

We have undertaken to voluntarily disclose our gender pay in line with best practice. We are pleased with the results which clearly show we have a culture of equal pay with no real deviations based on gender. The mean difference between the average hourly pay of women and men across the organisation is 2.0%, and the median difference is 0.1%, as at 31st March 2020. Our gender pay by quartile is shown below.

GENDER PAY EARNINGS BY QUARTILE



GOVERNANCE

OBJECTS, OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE CHARITY

We aim to keep Britain tidy. That means more to us than just picking up litter. It means creating clean beaches, parks and streets. It means creating sustainable practices and eliminating unnecessary waste.

We aim to inspire the people of Britain to eliminate litter and end waste for now and future generations.

We will fight for people's right to live and work in places they can be proud of and prosper in.

We are here to take huge collective strides made up of small individual steps, to change behaviour permanently by spotlighting the problem daily.

In accordance with the Articles of Association the objects for which the Charity is established are:

- To educate the public concerning the preservation, protection and enhancement of the environment, the use of sustainable waste management practices and the impact of individuals' own actions on the environment.
- To protect, preserve and enhance the environments of town and country in the United Kingdom for the general benefit of the nation at large.
- To preserve and protect the physical and natural environment for the public benefit through the promotion of waste reduction, re-use, reclamation and recycling of waste materials and the benefits of sustainable consumption and production.

The Trustees confirm that they have complied with the Charity Commission's general guidance on public benefit in determining the objectives and the activities of the Charity.

GOVERNING DOCUMENT

Keep Britain Tidy ('the Company') is incorporated in the United Kingdom (England and Wales) as a Private Company Limited by Guarantee (Registration Number: 3496361) and is a Registered Charity (Charity Number: 1071737). The present Trustees, and any past Trustees who served during the year together with the Chief Executive and the names of the senior executive staff are given on page 17 and the external advisors are set out on page 18.

The Company is governed by Articles of Association which were last adopted at the Annual General Meeting on 6th December 2012.

REGISTERED OFFICE

Elizabeth House
The Pier
Wigan
WN3 4EX

THE BOARD OF TRUSTEES

The Board of Trustees is responsible for the overall governance of Keep Britain Tidy. The Board of Trustees had seven members at 31st March 2020; the Articles of Association require there to be not less than four or more than 14 and the Board may increase or reduce the number within that limit as they consider appropriate. Trustees are normally appointed by the Board for three years through a transparent and open recruitment process. They may then be appointed for a further one term of up to three years and they retire in rotation to ensure that the Board has the full range of skills and experience needed to determine and monitor the charity's strategic direction. The current Chair was appointed in April 2016. During 2019/20 there were no new Trustees appointed, and two Trustees resigned at the end of their term.

The Board of Trustees met five times this year. At these meetings they set the organisation's business strategy, approved business plans and budgets and reviewed its operational, health and safety, and financial performance. They work closely with the key management staff and need to have an understanding of all aspects of the Charity's work.

TRUSTEE INDUCTION AND TRAINING

There is a comprehensive induction programme for new Trustees and all Trustees are encouraged to attend appropriate training events where these will help them with their role and responsibilities. In addition Trustees are kept fully up to date with the organisation's operations through presentations at Board meetings, regular reports and invitations to participate in external events.

All Trustees give their time freely but are entitled to reimbursement of expenses incurred in attending Board and other meetings or performing other duties as a Trustee of the charity. Trustees are required to disclose all relevant interests and formally register them at Board meetings. Details of Trustee expenses and related party transactions are disclosed in note 21 and note 25 respectively.

There are three sub-committees to the board, each of which has established terms of reference and report back directly to the Board.

AUDIT AND FINANCE COMMITTEE

The Committee comprises a number of Trustees who in the opinion of the Board are most appropriately qualified to exercise independent judgement on the matters relevant to the Committee. The Committee's role is to oversee risk management, the scope and findings of any audit work commissioned and the Charity's policies and practices in respect of accounting, anti-fraud and whistleblowing. In addition, it reviews the external audit arrangements and the Charity's financial reports including financial forecasts and budgets. The Committee reviews the Reserves Policy and the Charity's position in respect of its liability to meet any deficit on the defined benefit pension scheme. The Committee operates in an advisory capacity to the main Board on all these matters. It met five times this financial year.

REMUNERATION NOMINATION COMMITTEE

The Committee comprises a number of Trustees who in the opinion of the Board are most appropriately qualified to exercise independent judgement on the matters relevant to the Committee. The Committee's role is to review HR policies and procedures, and consider matters relating to the awarding of general pay increases and the remuneration of key management staff, along with making recommendations to the Board of Trustees regarding the appointment of Trustees and the Chair. The Committee operates in an advisory capacity to the main Board on all these matters. The Committee met two times during this financial year.

MEMBERS OF THE BOARD OF TRUSTEES

The following Directors (who are also Trustees of the Charity) held office between 1st April 2019 and the date of this report (6th October 2020):

NAME	DATE APPOINTED	
Suzy Brain England OBE	1st April 2016	Chair Chair of Remuneration and Nomination Committee
Philippa Anderson	1st May 2016	Deputy Chair (appointed Deputy Chair 1st February 2018)
Amanda Rendle	1st August 2016	Deputy Chair (appointed Deputy Chair 1st February 2018). Resigned 11th October 2019
Alfred Hill	1st January 2014	Chair of Audit and Finance Committee. Resigned 10th January 2020
David Membrey	10th January 2017	
Hillary Bauer OBE	1st August 2016	Chair of Remuneration and HR Committee. Resigned 25th July 2019
Kresse Ann-Marie Wesling MBE	15th November 2018	
Ben Page	15th November 2018	
Vincent Neate	25th March 2019	Chair of the Audit and Finance Committee from 10th January 2020
Raymond Mills	16th April 2019	

STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE

The Trustees, who are also directors of Keep Britain Tidy for the purposes of company law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these statements, the Trustees are required to:

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

The Trustees are responsible for ensuring that adequate accounting records are kept which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for ensuring the maintenance and integrity of the corporate and financial information on the Keep Britain Tidy website.

MANAGEMENT AND STAFFING

The Chief Executive Officer is appointed by the Trustees to manage the day-to-day operations of the Charity. To facilitate effective operations, the Trustees have approved a detailed scheme of financial delegation for the Chief Executive Officer and other key management staff. The Chief Executive Officer is responsible for ensuring that the Charity delivers the business plan and services specified and that key performance indicators are met.

KEY MANAGEMENT PERSONNEL – THE EXECUTIVE TEAM

Allison Ogden-Newton	Chief Executive Officer
Richard McIlwain	Deputy Chief Executive Officer
David Smith	Finance Director/ Company Secretary
Katherine Armitage	Chief Operations Officer
Helen Bingham	Director of Communications
Nicola Boon	Marketing Manager
Elizabeth Kenyon	Director of the Centre for Social Innovation

PAY POLICY FOR KEY MANAGEMENT PERSONNEL

The Trustees are responsible for setting the framework and broad policy for the remuneration of the Charity's Chief Executive Officer and Executive Directors. Overseen by the Remuneration and HR Committee they ensure that all appropriate factors are taken into account in setting executive pay policy including the affordability, encouraging optimal performance and consistency with individual contributions to the success of the organisation. Salaries are set to be both appropriate and competitive according to market rates.

CORPORATE GOVERNANCE

Internal controls over all forms of commitment and expenditure continue to be reviewed to improve their effectiveness. Processes are in place to ensure that performance is monitored and the appropriate management information is prepared and reviewed monthly by executive management and regularly by the Audit and Finance Committee and the Board of Trustees. The systems of internal control are designed to provide reasonable but not absolute assurances against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budget and non-financial performance indicators
- delegation of day-to-day management authority and segregation of duties
- identification and management of risks.

The Charity is subject to a full external audit each year and the findings of this process are presented independently to the Board. In addition, the Board take specialist advice on matters of specific interest or concern as and when considered necessary. In the year to March 2020 the Board did not commission any pieces of work of this nature.

RISK MANAGEMENT

The Charity maintains a corporate risk register covering a wide range of organisational risks. The Executive Team review the risk register on a regular basis to ensure that mitigating actions and activities are appropriate and timely. Risks are categorised by their likelihood and the impact on the Charity and each risk is assigned to a member of the Executive Team for overall management. Due regard is also taken of the effectiveness of existing controls.

The Trustees, both through the Audit and Finance Committee and at board meetings, have examined the risk management system and the risk register with particular attention to the major risks identified. They are satisfied that a proper system is in place, and that appropriate measures are being taken where necessary to mitigate the potential impact.

The Trustees consider that there are three principal risks facing the organisation and these are detailed below:

Impact of Coronavirus pandemic on ability to meet our financial obligations – The Trustees are working closely with the Senior Management to scenario plan the impact of the current pandemic on the Charities financial position, in particular cash. We have sufficient cash levels to continue to be able to operate for the medium term, and the Charity has been communicating closely with its stakeholders to find ways of mitigating these risks. The Charity has accessed government support where appropriate.

Defined benefit pension scheme – The Trustees are aware of the additional financial risk to the organisation posed by the current projected deficit in the defined benefit pension scheme. The Trustees maintain a close dialogue with the Pension Scheme Trustees and an agreed deficit reduction plan is in place which is both affordable to Keep Britain Tidy and considered sufficient to meet the scheme liabilities. Keep Britain Tidy has worked closely with the Pension Trustees and advisors to implement a revised strategy to manage down the pension deficit quicker through an additional planned investment of £750,000 from the Charity to the pension fund over the current 3-year review period above the usual ongoing contribution payments. This is in addition to an additional investment of £750,000 in 2018/19.

Informing and Influencing – The Trustees are aware of the additional risks facing the Charity as a result of changes to Government policies, impact of Brexit and charity sector regulation. The Trustees aim to mitigate this risk through engaging with key decision-makers and influencers in Government, particularly with regard to the environment. We maintain senior level involvement in key governmental campaigns such as the Anti-Litter Campaign where we are joint partners. We have also developed clear policy positions in key areas.

PROFESSIONAL ADVISORS

Auditor:	MHA MacIntyre Hudson
Solicitors:	Forbes Solicitors; Dechart LLP (For Intellectual Property matters)
Bankers:	HSBC Bank Plc
Actuaries:	Broadstone Consulting, Manchester

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITOR

In so far as the Trustees are aware:

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

The Trustees' Annual Report was approved by the Trustees on 8th October 2020 and authorised to be signed on its behalf by:



**SUZY BRAIN ENGLAND OBE
CHAIR AND TRUSTEE**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KEEP BRITAIN TIDY

OPINION

We have audited the financial statements of Keep Britain Tidy (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheet, the Consolidated Statement of Cash Flows 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 group's and parent charitable company's affairs as at 31 March 2020, 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

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 group's or parent 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' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there 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 directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; 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 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 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 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; or
- the Trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a strategic report.

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

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.

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 those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



SUDHIR SINGH FCA (SENIOR STATUTORY AUDITOR)

For and on behalf of MHA MacIntyre Hudson
Chartered Accountants & Statutory Auditor
6th floor, 2 London Wall Place,
London,
EC2Y 5AU

9th October 2020

MHA MacIntyre Hudson are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

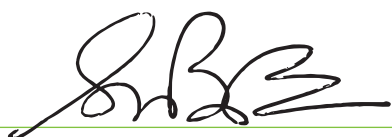
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING SUMMARY INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted funds £	Restricted funds £	Total 2020 £	Unrestricted funds £	Restricted funds £	Total 2019 £
INCOMING RESOURCES							
Donations	2	586,490	-	586,490	2,005,590	-	2,005,590
Charitable Activities	3	3,343,360	914,643	4,258,004	3,398,565	1,077,612	4,476,177
Investment Income		10,718	-	10,718	12,204	-	12,204
Total Incoming Resources		3,940,568	914,643	4,855,212	5,416,360	1,077,612	6,493,971
RESOURCES EXPENDED							
Raising Funds	5	-	-	-	-	-	-
Charitable Activities	5,6	3,821,409	885,404	4,706,813	5,206,255	1,064,296	6,270,552
Sub Total - Operational Expenditure		3,821,409	885,404	4,706,813	5,206,255	1,064,296	6,270,552
Other expenditure	20	120,000	-	120,000	146,000	-	146,000
Total Resources Expended		3,941,409	885,404	4,826,813	5,352,255	1,064,296	6,416,552
NET INCOME/ (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES		(841)	29,240	28,398	64,104	13,315	77,419
TRANSFERS BETWEEN FUNDS							
Transfers from unrestricted to restricted	14	(50,684)	50,684	-	(15,778)	15,778	-
OTHER RECOGNISED GAINS AND LOSSES							
Actual gains / (losses) on the defined benefit pension scheme	20	204,000	-	204,000	421,000	-	421,000
NET MOVEMENT IN FUNDS		152,475	79,924	232,398	469,326	29,093	498,419
RECONCILIATION OF FUNDS							
Total funds brought forward	14,15	(3,335,552)	469,363	(2,866,189)	(3,804,878)	440,270	(3,364,608)
TOTAL FUNDS CARRIED FORWARD		(3,183,077)	549,286	(2,633,791)	(3,335,552)	469,363	(2,866,189)

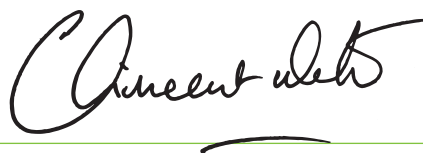
All activities are continuing.

The notes on pages 26 to 44 form part of these financial statements.

These financial statements were approved by the directors and authorised for issue on the 8th October 2020 and signed on their behalf by:



Suzy Brain England OBE - **DIRECTOR**



Vincent Neate - **DIRECTOR**

CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2020

		2020		2019	
	Notes	£	£	£	£
FIXED ASSETS					
Intangible Fixed Assets	10		39,481		78,405
Tangible Fixed Assets	10		75,326		23,440
			114,806		101,845
CURRENT ASSETS					
Debtors and Prepayments	11	1,290,942		1,658,453	
Cash at bank and in hand		1,890,933		1,857,032	
		3,181,875		3,515,485	
CURRENT LIABILITIES					
Creditors amounts falling due within one year	12	(1,480,950)		(1,767,191)	
NET CURRENT ASSETS			1,700,925		1,748,294
TOTAL ASSETS LESS CURRENT LIABILITIES			1,815,731		1,850,139
Provisions for liabilities and charges	13		(10,000)		(47,330)
NET ASSETS EXCLUDING PENSION LIABILITY			1,805,731		1,802,809
Pension scheme liability	20		(4,439,522)		(4,668,998)
NET LIABILITIES			(2,633,791)		(2,866,189)
FUNDS					
Restricted Funds	14	549,286		469,363	
Unrestricted Funds	15	1,256,445		1,333,446	
Pensions Reserve	15	(4,439,522)		(4,668,998)	
			(2,633,791)		(2,866,189)

The notes on pages 26 to 44 form part of these financial statements.

These financial statements were approved by the directors and authorised for issue on the 8th October 2020 and signed on their behalf by:



Suzy Brain England OBE - **DIRECTOR**



Vincent Neate - **DIRECTOR**

CHARITY BALANCE SHEET AS AT 31 MARCH 2020

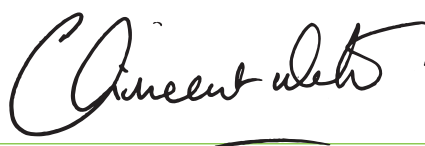
	Notes	2020		2019	
		£	£	£	£
FIXED ASSETS					
Intangible Fixed Assets	10		39,481		78,405
Tangible Fixed Assets	10		75,326		23,440
			114,806		101,845
CURRENT ASSETS					
Debtors and Prepayments	11	1,535,918		1,656,449	
Cash at bank and in hand		1,538,792		1,857,024	
		3,074,710		3,513,473	
CURRENT LIABILITIES					
Creditors amounts falling due within one year	12	(1,400,950)		(1,767,191)	
NET CURRENT ASSETS			1,673,760		1,746,282
TOTAL ASSETS LESS CURRENT LIABILITIES			1,788,566		1,848,127
Provisions for liabilities and charges	13		(10,000)		(47,330)
NET ASSETS EXCLUDING PENSION LIABILITY			1,778,566		1,800,797
Pension scheme liability	20		(4,439,522)		(4,668,998)
NET LIABILITIES			(2,660,956)		(2,868,201)
FUNDS					
Restricted Funds	14	549,286		469,363	
Unrestricted Funds	15	1,229,280		1,331,434	
Pensions Reserve	15	(4,439,522)		(4,668,998)	
			(2,660,956)		(2,868,201)

The notes on pages 26 to 44 form part of these financial statements.

These financial statements were approved by the directors and authorised for issue on the 8th October 2020 and signed on their behalf by:



Suzy Brain England OBE - **DIRECTOR**



Vincent Neate - **DIRECTOR**

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2020

	Notes	2020 £	2019 £
CASH USED IN OPERATING ACTIVITIES	23	121,229	(456,911)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		10,718	12,204
Purchase of Intangible Fixed Assets	10	(12,786)	(16,196)
Purchase of Tangible Fixed Assets	10	(85,268)	(28,200)
Cash provided by investing activities		(87,335)	(32,192)
INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS		33,894	(489,102)
Total cash and cash equivalents at 1st April 2019		1,857,032	2,346,134
Total cash and cash equivalents at 31st March 2020		1,890,933	1,857,032

The notes on pages 26 to 44 form part of these financial statements.

1 ACCOUNTING POLICIES

The following is a summary of the significant accounting policies which have been adopted in the preparation of these financial statements.

(A) ACCOUNTING CONVENTION

The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006 and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2015. The Statement of Financial Activities has been prepared on an activity basis.

Keep Britain Tidy meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

(B) FUND ACCOUNTING

Unrestricted Funds are expendable at the discretion of the Trustees in furtherance of the objects of the Charity; the fund comprises the accumulated surpluses and deficits of unrestricted income and expenditure. Restricted Funds are those where the donor has imposed restrictions on the use of the funds which are binding. Income arising on restricted funds and expenditure incurred in respect of these funds are reflected through the Statement of Financial Activities.

(C) FIXED ASSETS, DEPRECIATION AND IMPAIRMENT

Fixed Assets are stated at cost less accumulated depreciation/amortisation. Individual items costing in excess of £1,000 are capitalised as fixed assets. Depreciation/amortisation is provided to write-off the cost of Fixed Assets over their anticipated useful lives. A full year's depreciation is applied to tangible fixed assets in the first year of acquisition and is provided at the following rates:

Office and Computer Equipment	33 1/3% per annum
Office Furniture, Fixtures and Fittings	20% per annum
Motor Vehicles	20% per annum

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. The amortisation/depreciation of intangible fixed assets is calculated on an individual basis on the useful life of the asset and, where appropriate, the revenue streams directly associated with the asset.

Amortisation of intangible fixed assets is provided at the following rates:

Computer Systems	20% per annum
Computer Software	33 1/3% per annum
Intellectual Property Rights	amortised in line with the associated revenue over 20 months.

(D) INCOME AND DONATIONS

Income received for specific or general charitable purposes is reflected in its entirety in the Statement of Financial Activities unless specific conditions exist which have not been fulfilled at the accounting reference date. Income receivable is reviewed on an entitlement, certainty and measurement basis. Income not meeting this criterion is treated as deferred income. Income earned from providing services is recognised to the extent that those services have been provided by the end of the financial year. Revenue from the Keep Britain Tidy Network relates to network membership. The membership entitles the subscriber to services, training and access to events available throughout the year. Income is therefore recognised evenly over the period of membership.

(E) DONATED SERVICES

The value of donated services and facilities provided to the Charity are based on reasonable estimates of volunteer time, and on information provided by suppliers. The Charity benefits from unpaid time given by both general and specialist volunteers. General volunteer time is not recognised in the accounts but is discussed and disclosed within the Trustees report. If the volunteers had not given their time then the Charity would have had to pay, and there is a reasonable ability to place a sufficiently reliable monetary value on their contributions. The time is valued on the basis of the value to the Charity, using the speculated salary costs of an employee at an appropriate grade and undertaking duties suitable for the role undertaken, taking into account that the Charity is committed to paying a living wage. This measure is also used as a useful proxy. This adheres to the principles set out in SORP module 6.

(F) EXPENDITURE

Expenditure is accounted for on an accruals basis. Redundancy payments are recognised in the year that they are committed. Costs of generating funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds. Charitable activities include expenditure associated with campaigns, projects and programmes and include both the direct costs and support costs relating to those activities. Governance costs include those incurred in the governance of the Charity and its assets

and are primarily associated with constitutional and statutory requirements. Support costs include central functions and have been allocated to activity cost categories mainly on the basis of their direct costs. The Charity is registered for VAT. Under the partial exemption rules, where applicable, costs and expenditure incurred are inclusive of VAT.

(G) LIABILITIES

Liabilities are reflected in the Statement of Financial Activities as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure. Expenditure includes legal or constructive obligations arising in relation to provisions or grants given.

(H) OPERATING LEASES

The Charity classifies the leases for office accommodation, printing and other office equipment as operating leases as title to the building or equipment remains with the lessor. Rentals are charged against surpluses on a straight line basis over the period of the lease.

(I) CONSOLIDATION

Encams Enterprises Ltd was a subsidiary of Keep Britain Tidy during the period. The financial statements consolidate the accounts of Keep Britain Tidy and all its subsidiary undertakings ('subsidiaries'). The Charity has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and Expenditure account.

(J) PENSION COSTS

The Charity operates a defined benefit pension scheme and a defined contribution scheme.

Defined benefit scheme

The scheme was closed to further accrual from 31st July 2008. The pension scheme assets are measured using market values. Pension scheme liabilities are measured using the projected unit actuarial method and are discounted at the current rate of return on a high quality corporate bond. The Charity contribution towards the scheme deficit made in the financial period and the costs of administering the scheme are included in the operating costs of the Charity. Actuarial gains and losses and other net movements on scheme assets and liabilities are recognised as Other Recognised Gains and Losses on the Statement of Financial Activities. See Note 20 for further disclosures.

Defined contribution scheme

This was operated from 1st August 2008. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged as expenditure to the Statement of Financial Activities.

(K) PROVISIONS:

The provision covers remedial works for the Head Office and provides what is considered to be a best estimate for potential work for the re-instatement of internal fixtures and fittings.

(L) GOING CONCERN

The Trustees have considered the expected availability of funding, grants and contributions and the expected level of resources to be expended for at least 12 months following the approval of these financial statements. Based on this assessment, they have concluded that the preparation of these financial statements on the going concern basis is appropriate (see the Going Concern section of the report of the Trustees on page 15 of these accounts). The Trustees do not believe that there are any material uncertainties about the Charity's ability to continue as a going concern.

(M) FINANCIAL INSTRUMENTS

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument, and are offset only when the Charity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Trade, group and other debtors (including accrued income) which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at the transaction price less any amounts settled and any impairment losses.

A provision for the impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Subsequent reversals of an impairment loss that relate to an event occurring after the impairment loss was recognised, are recognised immediately in SOFA.

Financial liabilities

Trade, group and other creditors (including accruals) payable within one year that do not constitute a financing transaction are measured at the transaction price less any amounts settled.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

(N) JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

The key estimates and judgments in these financial statements relate to the value of donated services which is based on the salary of an employed officer performing similar duties and the valuation of the defined benefit pension liability which is dependent on a number of actuarial assumptions.

2 DONATIONS (GROUP)

	Total 2020 £	Total 2019 £
Value of donated services		
Education - Eco-Schools Awards	22,521	14,536
Coastal Awards	13,852	12,791
Green Flag Awards	316,961	286,579
Water Care Programmes	197,512	152,245
Waste Reduction Programmes	-	2,781
Campaigns - Great British Spring Clean	-	1,430,413
Donations from corporate partners	35,644	106,245
	586,490	2,005,590

Volunteers provide support for judging our Green Flag, Coastal and Eco-Schools accreditation programmes. They receive no remuneration for this but are reimbursed for direct expenses incurred visiting applicant sites. The value of their donated time is calculated on the basis outlined in accounting policies note 1E Donated Services.

Our Water Care programme managers work with local volunteer groups to improve the standards of waterways, beaches and water quality. The volunteers receive no remuneration for the time donated. The value of the donated time for volunteer group leaders is calculated on the basis outlined in accounting policies note 1E Donated Services.

The Great British Spring Clean campaign benefited from nil volunteer days in 2020 (2019: 17,485). Volunteers coordinate and organise members of the public in removing litter from their local area. The volunteers receive no remuneration for the time they donate. The value of the donated time for volunteer group leaders is calculated on the basis outlined in accounting policies note 1E Donated Services.

A total of 6,219 days (2019: 23,159) of volunteer time relating to volunteer coordinators and 'professional judges' time has been allocated for the purposes of calculating note 2 in line with the SORP.

Corporate donations include unrestricted donations made through the 5p carrier bag charge.

3 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES (GROUP)

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Litter and Place Services	755,928	35,000	790,928	697,352	-	697,352
Education	172,552	190,734	363,286	159,869	157,822	317,691
Volunteering and Community Engagement	238,372	339,662	578,034	235,321	358,102	593,423
Awards and Accreditation	715,167	-	715,167	596,496	70,000	666,496
Centre for Social Innovation	280,609	100,000	380,609	394,862	196,494	591,356
Campaigns and Marketing	761,560	249,248	1,010,808	907,187	285,194	1,192,381
Waste Insights	410,817	-	410,817	392,551	10,000	402,551
Other	8,353	-	8,353	14,927	-	14,927
TOTAL	3,343,360	914,643	4,258,004	3,398,565	1,077,612	4,476,177

Within Income from Charitable Activities is £8,998 (2019 : £96,832) of Government grants from the following sources: £8,998 Environment Agency. There were no unfulfilled conditions at year end in relation to these grants.

4 DEFERRED INCOME (GROUP)

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Income in advance brought forward	846,753	40,000	886,753	793,448	51,185	853,169
Income released in the year	(846,753)	(40,000)	(886,753)	(793,448)	(51,185)	(853,169)
Income deferred in the year	813,933	-	813,933	846,753	40,000	886,753
Income in advance carried forward	(813,933)	-	(813,933)	(846,753)	(40,000)	(886,753)
MOVEMENT IN DEFERRED INCOME	32,820	40,000	72,820	(53,534)	11,185	(33,813)

All deferred income relates solely to activity with the Company. Income receivable is reviewed on an entitlement, probability and measurement basis. Income not meeting this criterion is treated as deferred income. This relates primarily to significant projects that are often paid for in advance of the work being completed, and our accreditation income which is paid in advance of being assessed.

5 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S ACTIVITIES (GROUP)

	Direct Costs £	Support Costs £	Total 2020 £	Direct Costs £	Support Costs £	Total 2019 £
Litter and Place Services	513,780	137,494	651,274	486,020	92,302	578,322
Education	208,417	55,775	264,192	163,466	31,042	194,508
Volunteering and Community Engagement	718,496	192,279	910,775	661,092	125,543	786,635
Awards and Accreditation	812,162	217,345	1,029,507	795,947	151,149	947,096
Centre for Social Innovation	422,163	112,978	535,141	392,724	74,578	467,302
Campaigns and Marketing	658,045	176,103	834,148	2,384,156	452,740	2,836,896
Waste Insights	380,064	101,712	481,776	386,414	73,380	459,794
	3,713,128	993,686	4,706,813	5,269,717	1,000,734	6,270,552
Restricted Funds			885,404			1,064,296
Unrestricted Funds			3,821,409			5,206,255
			4,706,813			6,270,552

We do not allocate costs to fundraising costs as although there are a small amount of costs it is deemed immaterial.

All costs related to fundraising for the GBSC are considered to be expenditure relating to our charitable activities.

6 ANALYSIS OF COSTS (GROUP)

ANALYSIS OF SUPPORT COSTS 2020

	Executive £	Establishment £	Finance & Admin £	ICT £	HR £	Governance £	2020 Total £
CHARITABLE ACTIVITIES							
Litter and Place Services	20,549	23,707	45,592	17,429	7,379	22,838	137,494
Education	8,336	9,617	18,495	7,070	2,993	9,264	55,775
Water Care Programmes	28,737	33,152	63,759	24,374	10,319	31,938	192,279
Awards and Accreditation	32,483	37,473	72,072	27,551	11,665	36,101	217,345
Centre for Social Innovation	16,885	19,479	37,463	14,321	6,064	18,766	112,978
Campaigns and Marketing	26,320	30,362	58,395	22,323	9,452	29,251	176,103
Waste Insights	15,201	17,537	33,727	12,894	5,458	16,895	101,712
	148,511	171,327	329,503	125,962	53,330	165,053	993,686

ANALYSIS OF SUPPORT COSTS 2019

	Executive £	Establishment £	Finance & Admin £	ICT £	HR £	Governance £	2019 Total £
CHARITABLE ACTIVITIES							
Litter and Place Services	10,998	16,239	29,770	11,452	8,552	15,288	92,299
Education	3,699	5,462	10,013	3,852	2,875	5,142	31,043
Water Care Programmes	14,960	22,087	40,495	15,576	11,631	20,794	125,543
Awards and Accreditation	18,012	26,592	48,756	18,753	14,003	25,035	151,151
Centre for Social Innovation	8,887	13,121	24,057	9,253	6,909	12,352	74,579
Campaigns and Marketing	53,949	79,652	146,035	56,171	41,943	74,989	452,739
Waste Insights	8,744	12,910	23,670	9,104	6,798	12,154	73,380
	119,249	176,063	322,796	124,161	92,711	165,754	1,000,734

7 NET MOVEMENT IN FUNDS (GROUP)

	2020 £	2019 £
The net movement in funds for the year is stated after charging:		
Depreciation of tangible fixed assets owned by the charity	33,375	13,489
Amortisation of computer software and systems owned by the charity	51,710	25,054
Auditor's Remuneration: audit fee	18,500	18,500
Operating lease rentals: Land & Buildings	94,984	93,545
Operating lease rentals: Other	4,596	3,677

8 TAXATION

As a charity the company is exempt from tax on income and gains falling within chapter 3 part II Corporation Tax Act 2010 in S256 of the Taxation and Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

9 STAFF COSTS

Total Emoluments, including National Insurance contributions, pension contributions and benefits in kind amounted to:

	2020 £	2019 £
Staff Costs	1,873,093	1,768,167
National Insurance Contributions	183,163	172,419
Pension Contributions (Group Personal Plan)	123,637	98,360
Agency	6,114	9,068
	2,186,008	2,048,014
Benefits	15,521	31,776
	2,201,529	2,079,791

The above includes redundancy costs of £4,490 (2019: £5,802).

9 STAFF COSTS (CONTINUED)

The average number of employees for the year allocated across the activities:

	2020	2019
Litter and Place	6	7
Education	4	3
Water Care Programmes	14	13
Awards and Accreditation	6	5
Campaigns and Marketing	6	5
Centre for Social Innovation	6	5
Waste Insights	19	18
Administration and Management	8	10
	69	66

54 (2019: 54) employees were accruing benefits under the Group Personal Pension Plan.

Key Management Personnel

The key management personnel of the charity comprise the Trustees and an executive team of seven people (2019: 7 FTE) including the Chief Executive Officer, Finance Director, Deputy Chief Executive Officer, Chief Operating Officer, Director of Communications, Director of CfSI and the Marketing Manager.

The charity Trustees are not paid nor receive other benefits but can claim expenses. Details of the expenses paid to the Trustees is provided in note 21. The total employee benefits paid to the executive team of the Charity were £493,050 (2019: £483,233) including pension contributions of £29,709 (2018: £26,067). No executive team members are accruing benefits under the Defined Benefit Scheme.

The employees' emoluments for the executive team fell into the following bands:

	2020	2019
£1 - £30,000	0	2
£30,001 - £40,000	0	3
£40,001 - £50,000	4	1
£50,001 - £60,000	1	1
£60,001 - £70,000	0	1
£70,001 - £80,000	1	0
£90,001 - £100,000	1	1

There are no other staff members paid in excess of £60,000 per annum.

10 FIXED ASSETS (GROUP)

	Computer Systems £	Total £
INTANGIBLE FIXED ASSETS		
Cost at 1st April 2019	125,275	125,275
Additions during the year	12,786	12,786
Disposals during the year	-	-
Cost at 31st March 2020	138,061	138,061
Accumulated amortisation at 1st April 2019	46,870	46,870
Charge for the year	51,710	51,710
Disposals during the year	-	-
Amortisation at 31st March 2020	98,580	98,580
Net Book Value at 31st March 2020	39,481	39,481
Net Book Value at 31st March 2019	78,405	78,405

	Computer Hardware £	Office Fixtures and Fittings £	Total £
TANGIBLE FIXED ASSETS			
Cost at 1st April 2019	213,303	53,927	267,230
Additions during the year	21,260	64,008	85,268
Disposals during the year	(174,031)	(51,936)	(225,967)
Cost at 31st March 2020	60,532	65,999	126,531
Accumulated depreciation at 1st April 2019	191,456	52,334	243,790
Charge for the year	20,177	13,198	33,375
Disposals during the year	(174,027)	(51,933)	(225,960)
Depreciation at 31st March 2020	37,606	13,599	51,205
Net Book Value at 31st March 2020	22,926	52,400	75,326
Net Book Value at 31st March 2019	21,847	1,593	23,440

11 DEBTORS

	GROUP		CHARITY	
	2020 £	2019 £	2020 £	2019 £
Trade Debtors	1,119,661	1,294,455	1,089,661	1,292,451
Intercompany Debtor	-	-	349,976	2,759
Accrued Income	75,000	253,345	-	253,345
Prepayments	96,281	107,894	96,281	107,894
	1,290,942	1,658,453	1,535,918	1,656,449

12 CREDITORS

	GROUP		CHARITY	
	2020 £	2019 £	2020 £	2019 £
Trade Creditors	177,245	257,698	177,245	257,698
Social Security and Other Taxes	312,763	312,685	252,763	312,685
Accruals	138,110	265,612	118,110	265,612
Other creditors	38,898	44,443	38,898	44,443
Deferred Income (Note 4)	813,933	886,753	813,933	886,753
	1,480,950	1,767,191	1,400,950	1,767,191

13 PROVISIONS FOR LIABILITIES AND CHARGES (GROUP)

	Dilapidations £	Total £
Balance Brought forward at 1st April 2019	(47,330)	(47,330)
Amount released in the year	31,292	31,292
Utilised during the year	6,038	6,038
Balance carried forward at 31st March 2020	(10,000)	(10,000)

The provision previously covered remedial works for the Head Office and provides what is considered to be a best estimate for potential work for the re-instatement of internal fixtures and fittings. The provision now covers decorating and carpeting costs in line with the new lease and provides what is considered to be a best estimate for potential work for decoration and carpeting.

14 RESTRICTED FUNDS – 2019/2020 (GROUP)

	1 April 2019 £	Income £	Expenditure £	Transfer (to) / from Unrestricted £	31 March 2020 £
PROJECT FUNDS BY ACTIVITY:					
WATER CARE PROGRAMMES					
Lister Foundation - Ocean Recovery Project	15,634	25,000	14,636	(1,358)	27,357
Anglian Water - Rivercare programme	4,956	155,880	165,924	(20,629)	15,541
J. Ellerman - Habitat Management	7,056	48,782	52,897	(4,907)	7,848
	27,646	229,662	233,456	(26,895)	50,746
EDUCATION					
Vegetarian Society	600	10,000	10,600	-	-
Wrigleys - Litter Less Campaign	-	15,734	15,734	-	-
Reta Lila - Mindfulness and wellbeing programme	-	50,000	50,000	-	-
Lister Foundation - Eco coastal schools	-	15,000	15,000	-	-
	600	90,734	91,334	-	-
CENTRE FOR SOCIAL INNOVATION					
The Big Give - Preventing small mammal deaths	11,120	-	11,120	-	-
	11,120	-	11,120	-	-
CAMPAIGNS					
Turning Tides	42,617	44,248	81,868	(4,366)	9,363
	42,617	44,248	81,868	(4,366)	9,363
OTHER PROJECT FUNDS					
People's Postcode Lottery	351,584	550,000	412,406	-	489,178
OMIF - Litterforce	35,796	-	55,219	(19,423)	-
	387,380	550,000	467,625	(19,423)	489,178
TOTAL RESTRICTED FUNDS	469,363	914,643	885,404	(50,684)	549,286

The above categories contain the following significant restricted funds:-

Water Care Programmes: funding was received from Anglian Water (RiverCare) helping us manage and support volunteer groups in looking after their local environment. The Lister foundation provided funding for a project to fund recycling of marine litter in the South West. John Ellerman provided funding to continue to fund our vital work on habitat management on watercourses.

Education: The Vegetarian Society provided funding to support the Eco-Schools programme by directly funding application fees for a number of schools. The Wrigley Foundation continued to support us to run the national 'litter-less' programme in Schools across the UK. Reta Lila provided funding to develop our 'mindfulness minutes' programme for Eco-Schools. The Lister foundation funded the application fees for the green flag programme in the South West of England.

The Big Give funded a project to research the effects of roadside litter on small mammal deaths.

Turning Tides is a project funded jointly by Environment Agency and United Utilities to continue to run our work to support beaches on the Northwest coast.

Peoples Postcode Lottery funding has been provided to support several strands of our work around Eco-Schools, Litter and Waste.

Litterforce is a pilot project to establish a partnership with 'Walking with the Wounded' to develop community litter picking groups in Manchester. This was funded by the 'Our Manchester Investment Fund'.

Transfers to and from unrestricted funds reflect where we have been unable to attribute our full overheads against the project in line with individual funders' conditions.

14 RESTRICTED FUNDS (2018/19)

	1 April 2018 £	Income £	Expenditure £	Transfer (to) / from Unrestricted £	31 March 2019 £
PROJECT FUNDS BY ACTIVITY:					
WATER CARE PROGRAMMES					
Ocean Recovery Project	-	30,000	14,864	(498)	15,634
Rivercare	11,858	152,117	172,800	(13,781)	4,956
Habitat Management	-	50,232	44,674	(1,498)	7,056
	11,858	232,349	232,339	(15,778)	27,646
GREEN FLAG AWARDS					
DS Smith - Green Flag Awards Development	-	70,000	70,000	-	-
	-	70,000	70,000	-	-
EDUCATION					
Vegetarian Society	3,000	-	2,400	-	600
Litter Less Campaign	-	13,576	13,576	-	-
Mindfulness and wellbeing programme	-	25,000	25,000	-	-
Eco coastal schools	-	9,000	9,000	-	-
	3,000	47,576	49,976	-	600
CENTRE FOR SOCIAL INNOVATION					
Coke Foundation - Beach Littering	-	51,185	51,185	-	-
WRAP - Bin Removal	-	9,873	9,873	-	-
WRAP - Night Time Nudges	-	9,974	9,974	-	-
WRAP - Playing Fields Scoreboards	-	9,952	9,952	-	-
The Big Give - Preventing small mammal deaths	-	25,756	14,636	-	11,120
	-	106,740	95,620	-	11,120
CAMPAIGNS					
Turning Tides	43,786	60,276	61,445	-	42,617
Great British Spring Clean	1,846	-	1,846	-	-
WRAP - Litter Reflections	-	9,918	9,918	-	-
	45,632	70,194	73,209	-	42,617
OTHER PROJECT FUNDS					
People's Postcode Lottery	349,780	525,000	523,196	-	351,584
Litterforce	30,000	25,752	19,957	-	35,796
	379,780	550,752	543,152	-	387,380
TOTAL RESTRICTED FUNDS	440,270	1,077,612	1,064,29	15,778	469,363

15 UNRESTRICTED FUNDS (2019/20)

	GROUP					
	General Unrestricted £	Pension Reserve £	2020 £	General Unrestricted £	Pension Reserve £	2019 £
Balance of general fund at 1st April 2019	1,333,446	(4,668,998)	(3,335,552)	2,030,603	(5,835,481)	(3,804,878)
Transfer from unrestricted to restricted	(50,684)	-	(50,684)	(15,778)	-	(15,778)
Transfer from unrestricted to restricted	-	-	-	(750,000)	750,000	-
Retained unrestricted surplus for the financial year	(26,317)	25,476	(841)	68,621	(4,517)	64,104
Actuarial gain/(loss) on the defined benefit pension liability (Note: 22)	-	204,000	204,000	-	421,000	421,000
BALANCE OF GENERAL FUND AT 31ST MARCH 2020	1,256,445	(4,439,522)	(3,183,077)	1,333,446	(4,668,998)	(3,335,552)

	COMPANY					
	General Unrestricted £	Pension Reserve £	2020 £	General Unrestricted £	Pension Reserve £	2019 £
Balance of general fund at 1st April 2019	1,331,434	(4,668,998)	(3,337,564)	2,030,603	(5,835,481)	(3,804,878)
Transfer from unrestricted to restricted	(50,770)	-	(50,770)	(15,778)	-	(15,778)
Transfer from unrestricted to restricted	-	-	-	(750,000)	750,000	-
Retained unrestricted surplus for the Financial year	(51,630)	25,476	(26,154)	66,609	(4,517)	62,092
Actuarial gain/(loss) on the defined benefit pension liability (Note: 22)	-	204,000	204,000	-	421,000	421,000
BALANCE OF GENERAL FUND AT 31ST MARCH 2020	1,229,035	(4,439,522)	(3,210,487)	1,331,434	(4,668,998)	(3,337,564)

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

	Fixed Assets £	Net Current Assets £	Total 2020 £	Fixed Assets £	Net Current Assets £	Total 2019 £
Restricted Funds	-	549,287	549,287	-	469,363	469,363
Unrestricted Funds (including pension reserve)	39,481	(3,222,558)	(3,183,077)	78,405	(3,413,957)	(3,335,552)
	39,481	(2,673,271)	(2,633,791)	78,405	(2,944,594)	(2,866,189)

17 CONTINGENT LIABILITIES

There were no known contingent liabilities at 31st March 2020 (2019: £nil).

18 CAPITAL COMMITMENTS

Capital Commitments authorised and contracted at 31st March 2020 amounted to £nil (2019: £nil).

19 INDEMNITY INSURANCE

The Trustees and Officers of the Company are indemnified out of the assets of the Company against any liability incurred in that capacity in defending any proceedings in which judgement is given in favour or in which there is an acquittal or in connection with any application in which relief is granted by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company. The annual premium which covers the Company is £9,580 which also included cover for former associated companies.

20 PENSIONS

With effect from 1st August 2008, the Charity set up a Group Personal Pension Scheme, which operates on a defined contribution basis.

In addition, the Charity operated a staff contributory pension scheme providing benefits for each complete year of pensionable service up to 31st July 2008. The Charity is the only significant employer in the scheme and takes responsibility for all of the liabilities it is appropriate to account for the scheme under FRS 102 rules. The scheme is an exempt approved scheme under the terms of the Income and Corporation Taxes Act 1988 and is set up by a Trust Deed administered by Trustees and funds are held separately from those of the Charity.

Benefits accrued at the rate of one-sixtieth of final pensionable earnings for each year of pensionable service up to 31st March 2004. Commencing 1st April 2008, the Pension Trustees changed the scheme but maintained the final salary element, benefits to accrue at the rate of one-eightieth of final pensionable earnings for each year of pensionable service; there was no change in contribution rates. The plan ceased all future service benefit accrual with effect from 31st July 2008 so that all members' benefits are now paid up. The pension charge for the year to 31st March 2019 was £Nil (2018: £Nil).

A formal actuarial valuation was carried out at 31 March 2020. The pension deficit as at 31st March 2020 is £4.440m (2019: £4.669m). Future contributions to the scheme have been negotiated with the Trustees of the scheme. The Charity is the principal employer and paid approximately £145,000 (2019: £891,000) to reduce the deficit this year. Keep Britain Tidy will continue to make contributions in line with terms agreed at the last triennial review until any new scheme of payments is agreed. Based on the current schedule of contributions dated 13 March 2020, the charity expects to pay contributions in the region of £553k to the scheme during the next accounting period which includes a special contribution of £375k due in June 2020.

The major assumptions used by the actuary were as follows:

AVERAGE FUTURE LIFE EXPECTANCY FROM AGE OF 65 FOR CURRENT PENSIONERS:

Men 20.6 years (2019: 21.1 years)	Women 22.4 years (2019: 23.0 years)
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AVERAGE FUTURE LIFE EXPECTANCY FROM AGE OF 65 FOR FUTURE PENSIONERS:

Men 21.7 years (2019: 22.2 years)	Women 23.8 years (2019: 24.3 years)
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The assets in the scheme and the expected long term rate of return were:

	31st March 2020	31st March 2019	31st March 2018	31st March 2017
Rate of increase in salaries	n/a	n/a	n/a	n/a
Rate of increase in pensions in payout				
Post 1st April 2005	1.60%	1.90%	2.20%	2.20%
April 2004 to March 2005	1.90%	2.40%	2.30%	2.30%
For other services	3.2%	3.3%	3.3%	3.3%
Rate of increases in inflation linked pensions	1.9%	2.4%	2.3%	2.3%
Discount rate	2.2%	2.6%	2.7%	2.7%
Inflation assumptions (CPI)	1.8%	2.4%	2.3%	2.3%

20 PENSIONS CONTINUED

	31st March 2020 £	31st March 2019 £	31st March 2018 £	31st March 2017 £
ASSET VALUE				
Equities	-	-	-	7,829,000
Bonds	3,244,000	2,881,000	2,997,000	3,308,000
Cash	105,000	202,000	242,000	510,000
Diversified Growth Fund	10,585,000	10,782,000	8,936,000	-
TOTAL MARKET VALUE OF ASSETS	13,934,000	13,865,000	12,175,000	11,647,000
LONG TERM EXPECTED RATE OF RETURN				
Equities	-	-	-	2.7%
Bonds	2.2%	2.6%	2.7%	2.7%
Cash	2.2%	2.6%	2.7%	2.7%
Diversified Growth Fund	2.2%	2.6%	2.7%	-
Actual return on scheme assets in the period	398,000	1,129,000	691,000	1,699,000
Present value of scheme liabilities	18,374,000	18,534,000	18,010,000	18,150,000
DEFICIT VALUE OF THE SCHEME	(4,440,000)	(4,669,000)	(5,835,000)	(6,503,000)

The Scheme's assets are currently invested in a mixture of cash, equities, bonds and a diversified growth fund. The overall expected return assumption has been aligned with the discount rate applied to the calculation of scheme liabilities. The discount rate has been calculated using iBoxx Over 15 years Corporate Bonds Index for AA rated bonds (2.2% at the balance sheet date). This has been adjusted to reflect the duration of the liabilities and the range of yields within the index.

From 1st August 2008 when the final benefit scheme was closed to further accrual all members were entitled to inflation-linked deferred pensions and the link to salary was lost.

20 PENSIONS CONTINUED

	31st March 2020 £	31st March 2019 £	31st March 2018 £	31st March 2017 £
ANALYSIS OF THE AMOUNT CHARGED TO THE STATEMENT OF FINANCIAL ACTIVITIES (SOFA)				
Expected return on pension scheme assets	356,000	336,000	312,000	361,000
Interest on pension scheme liabilities	(476,000)	(482,000)	(486,000)	(521,000)
NET INTEREST	(120,000)	(146,000)	(174,000)	(160,000)
Recognised in the SOFA as:				
Cash contribution to the scheme deficit paid by the Charity	(145,476)	(891,483)	(136,839)	(132,680)
Non cash other movements in the scheme deficit	25,476	(4,517)	(37,161)	(27,320)
DEFINED BENEFIT PENSION SCHEME CONTRIBUTIONS AND NET INTEREST CHARGES	(120,000)	(146,000)	(174,000)	(160,000)
Actual return less expected return on scheme assets	42,000	793,000	379,000	1,338,000
Changes in assumptions underlying the present value of scheme liabilities	162,000	(372,000)	326,000	(3,303,000)
ACTUARIAL GAIN / (LOSS) RECOGNISED IN THE SOFA	204,000	421,000	705,000	(1,965,000)
	31st March 2020 £	31st March 2019 £	31st March 2018 £	31st March 2017 £
MOVEMENT IN PLAN ASSETS DURING THE YEAR				
Fair value of plan assets at the beginning of the year	13,865,000	12,175,000	11,647,000	10,101,000
Expected return on plan assets	356,000	336,000	312,000	361,000
Actual return less expected return on pension assets	42,000	793,000	379,000	1,338,000
Contributions paid by employers	145,000	891,000	137,000	133,000
Benefits paid	(474,000)	(330,000)	(300,000)	(286,000)
Fair value of plan assets at the end of the year	13,934,000	13,865,000	12,175,000	11,647,000
MOVEMENT IN PLAN LIABILITIES DURING THE YEAR				
Opening defined benefit obligation	18,534,000	18,010,000	18,150,000	14,612,000
Interest on scheme liabilities	476,000	482,000	486,000	521,000
Benefits paid	(474,000)	(330,000)	(300,000)	(286,000)
Changes in assumptions underlying the present value of scheme liabilities	(162,000)	372,000	(326,000)	3,303,000
CLOSING DEFINED BENEFIT OBLIGATION	18,374,000	18,534,000	18,010,000	18,150,000
DEFICIT IN THE SCHEME AT END OF THE YEAR	(4,440,000)	(4,669,000)	(5,835,000)	(6,503,000)

21 TRUSTEES' REMUNERATION AND EXPENSES

The directors of the company are the Trustees under Charity Law and received no remuneration in 2020 (2019: £NIL)

Reimbursement for travel and other costs in attending meetings was paid to 7 Trustees and amounted to £2,696 (2019: 7 individuals totalling £3,903).

22 OTHER COMMITMENTS

OPERATING LEASES

The total future minimum lease payments under non-cancellable operating leases is as follows:

	2020 £	2019 £
LAND AND BUILDINGS		
Within one year	112,470	40,153
Two to five years	197,527	-
	309,997	40,153
OTHER		
Within one year	4,636	3,436
Two to five years	15,453	10,022
	20,089	13,458

23 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH INFLOW / (OUTFLOW) FROM CONSOLIDATED OPERATING ACTIVITIES (GROUP)

	Notes	2020 £	2019 £
Net outgoing resources before defined benefit pension scheme charges		148,398	223,419
Contributions to the defined benefit pension scheme	20	(145,476)	(891,483)
Bank interest receivable		(10,718)	(12,204)
Depreciation Charges	10	33,375	13,489
Amortisation Charges	10	51,710	25,054
Decrease in Debtors		367,511	(303,167)
Decrease in Creditors		(286,241)	487,981
Decrease in Provisions		(37,330)	-
Net Cash Outflow from Operating Activities		121,229	(456,911)

24 SUBSIDIARY COMPANIES

Encams Enterprises Limited is a trading subsidiary of the Charity. Its memorandum of Association authorises the Charity to appoint or remove any directors from office.

Encams Enterprises Limited traded during the year and managed commercial sponsorship packages and collected commission on commercial agreements. Encams Enterprises transfers by charitable donation all profits from its activities to Keep Britain Tidy. There was no payment made during 2020 (2019: Nil).

The amounts included within the consolidated accounts for the subsidiary company are:

	2020 £	2019 £
Turnover	400,000	2,113
Cost of Sales	369,976	-
GROSS PROFIT	30,024	2,113
Administrative Expenses	4,871	101
OPERATING PROFIT /(LOSS)	25,153	2,012
Interest Receivable	-	-
PROFIT BEFORE TAX	25,153	2,012
Taxation	-	-
PROFIT AFTER TAX	25,153	2,012
Balance Brought Forward	2,012	-
Gift Aid Distribution	-	-
BALANCE CARRIED FORWARD	27,165	2,012
Current Assets	457,141	4,771
Current Liabilities	(429,976)	(2,759)
NET ASSETS AT 31ST MARCH	27,165	2,012

25 RELATED PARTY TRANSACTIONS

During the year the Charity charged the subsidiary a total of £150,000 (2019: Nil) in relation to services provided to run the GBSC, along with back office support including the audit fee. There were no other related party transactions during the year.

At the year end the subsidiary owed £349,976 (2019: £2,759) to the Charity. There were no other related party transactions during the year.

26 FINANCIAL INSTRUMENTS (GROUP)

The carrying amount of the financial instruments at 31 March were:

	2020 £	2019 £
Financial Assets:		
Debt Instruments, measured at amortised cost	1,089,661	1,295,210
TOTAL	1,089,661	1,295,210
Financial Liabilities:		
Financial Liabilities, measured at amortised cost	587,017	880,438
TOTAL	587,017	880,438

Debt instruments relate to trade debtors, and debtors with our subsidiary.

Financial liabilities include trade creditors, accruals, other creditors and social security/taxes.

ANALYSIS OF NET DEBT (GROUP)

	At 1 April 2019	Cash Flows	At 31 March 2020
Cash at Bank and in Hand	1,857,032	33,901	1,890,933

27 POST BALANCE SHEET EVENTS

In June 2020, Keep Britain Tidy made a payment of £375,000 into the defined benefit scheme. (2019: There were no significant post balance sheet events requiring disclosure.)

28 FUNDS HELD AS AGENT

£72,049 is being held as an agent in relation to the National Litter Campaign for Defra.