

# **ANNUAL REPORT 2020**

**Annual Report and financial statements  
for the year ended 30 September 2020**

Contents

Chairman’s review of 2020	4
Trustees’ report	08
Objects and activities	09
Highlights of 2020	10
Structure, governance and management of the charity	22
Finacial review	27
Investment review	29
Reserves policy	30
Risk management	31
Post year end events	32
Related parties	32
Statement of trustees’ responsibilities and governance	33
Auditor’s report	34
Financial statements	37
Notes to the financial statements	41
Acknowledgement of support	60

“  
**These achievements  
 show the Churchill  
 Fellowship at its  
 finest, fulfilling its  
 mission of bringing  
 practical solutions  
 to the UK’s most  
 pressing problems.**  
 ”

**Jeremy Soames**  
 Chairman



## Chairman’s review of 2020

**This year has seen the Churchill Fellowship rise swiftly to the challenge of combatting Covid-19 across the UK. From the Outer Hebrides to the Channel Islands, Churchill Fellows have led hundreds of practical projects to reduce the effect of the pandemic in every area of our national life.**

They have researched new anti-Covid drugs, set up food banks, found housing for rough sleepers, helped victims of domestic abuse, kept schools and prisons running safely, created opportunities for the young and unemployed, and campaigned for disproportionately affected Black, Asian and minority communities. They have comforted those who have been bereaved and protected those who are battling on the frontline – in the NHS, the police, the care services, education and many other sectors. Working at local, regional and national level, Fellows have mobilised as a national network of inspiring individuals dedicated to the common good.

We are enormously proud of this spirit and these achievements. They show the Churchill Fellowship at its finest, fulfilling its mission of bringing practical solutions to the UK’s most pressing problems.

In recognition of these efforts, and because our normal programme of travelling Fellowships was paused by the global lockdown, this year we redeployed our resources into supporting Fellows’ Covid-related projects. In April, as the lockdown began, we launched our Covid-19 Action Fund to help Fellows’ pandemic-related projects. So far this has made two rounds of grants: £155,000 in June and £302,000 in December. In 2021 we will launch a third round with a longer term focus and we will also gather a knowledge bank of lessons learned from Fellows’ projects. This will offer recommendations for renewal, resilience and future prevention, available to policy-makers and practitioners worldwide.

Before the pandemic arrived, we had already made our annual awards of 141 Fellowships, which enable UK citizens to visit the world’s leading projects in their chosen fields, learn from the experts, and bring that knowledge back to improve their professions and communities throughout the country. Sadly their travels have been postponed until safety allows, but at that time we look forward to supporting their journeys to 51 countries – and helping them to make a powerful impact when they return.

The scale of impact that Fellows can make was revealed once again in our annual survey. This showed how the majority of Fellows benefit their sectors, communities and workplaces, with many going on to

Chairman’s review of 2020  
(continued)

influence UK-wide policies and sit on industry bodies, commissions and regulators. The 148 respondents are estimated to have raised £2.1m in further funding and directly impacted 30,000 people through their projects.

Supporting the contribution that Fellows make to UK society is a growing focus for us, and this year we launched the first round of our new Activate Fund pilot. This aims to provide grants of up to £20,000 for Fellows in the crucial period when they have just returned from their research trips and are setting up their UK projects. In June we awarded £101,000 of Activate grants to seven Fellows, for projects ranging from care in rural areas, to pollution in the oceans, to shaken baby syndrome in infants. Learning from this first round will inform the next iteration of this three-year pilot, with the second round to be launched in early 2021.

The year in view has required us to be agile, dynamic and determined. We have adapted to emerging national needs, moved with speed and yet maintained our core principles: responding to issues across the whole of UK society, backing the potential of the individual whoever they are, and supporting those causes and people that are otherwise too often overlooked. It has been, for us as for everyone else, a time of real challenge. But Fellows and our staff have risen to the moment and I commend their achievements.

I will end by thanking all those who have contributed to our work this year: Churchill Fellows, Trustees, Advisory Council members, Ambassadors, partners, donors and staff. This year we have said farewell to two long-serving Trustees, Harry Henderson and Professor Brian Clarke, whose contributions have been enormous. We have also recruited three new Trustees: social mobility expert Bharatti Crack, charity leader and Churchill Fellow Maria Iredale, and investment expert James Williams. I am delighted to welcome them all to the remarkable Churchill Fellowship.

Jeremy Soames  
Chairman

Administrative information

<b>Patron</b> Her Majesty Queen Elizabeth II	<b>Bankers</b> Barclays Bank plc Piccadilly Corporate Banking PO Box 15165 London SW1A 1QF
<b>Chairman</b> The Hon Jeremy Soames	<b>Auditor</b> Crowe UK LLP 55 Ludgate Hill London EC4M 7JW
<b>Trustees</b> John Armitage CBE John Baker Bharatti Crack (appointed July 2020) Professor Brian Clarke (retired March 2020) Harry Henderson DL (retired March 2020) Maria Iredale CF (appointed March 2020) Merlyn Lowther Lucy Parker CF Jacob Polny David Sheepshanks CBE DL David Taylor-Smith MBE Joanne Thompson James Williams	<b>Solicitor</b> BDB Pitmans LLP 50 Broadway London SW1H 0BL
<b>Management</b> Chief Executive Julia Weston	<b>Investment managers</b> Schroder & Co Ltd Trading as Cazenove Capital 12 Moorgate London EC2R 6DA
<b>Secretary to the Trustees</b> John Tsang	
<b>Ambassadors</b> John Bodie OBE Anne Boyd Viscount Brookeborough KG KStJ HE Sir Sherard Cowper-Coles KCMG LVO David McDonough OBE Sir Simon Robertson	
<b>Registered office</b> 29 Great Smith Street London SW1P 3BL Telephone 020 7799 1660 Website <a href="http://www.churchillfellowship.org">www.churchillfellowship.org</a>	
<b>Registered charity</b> Number 313952 (England & Wales)	

## Trustees' report

The Trustees of the Churchill Fellowship have pleasure in presenting their report together with the audited financial statements for the year ended 30 September 2020. The financial statements have been prepared in accordance with the accounting policies set out on pages 42 to 45.

## Trustees' report

## Objects and activities

### The Churchill Fellowship's objects and activities

The Churchill Fellowship is the working name of the Winston Churchill Memorial Trust. It was established after the death of Sir Winston Churchill in 1965, by a nation grateful for his wartime leadership. It was funded entirely from public donations and a small government grant. From the beginning, its purpose has been to offer overseas educational opportunities for people from all parts of society.

The Fellowship's objects are: 'The advancement and propagation of education in any part of the world for the benefit of United Kingdom citizens of all walks of life in such exclusively charitable manner that such education will make its recipients more effective in their life and work, whilst benefiting themselves and their communities, and ultimately the United Kingdom as a whole.'

The objects are fulfilled by awarding Churchill Fellowships for UK citizens to travel the world, seeking innovative solutions for practical issues, and bring back global insights that can enhance their communities and professions in the UK. Up to 150 of these Fellowships are awarded each year, totalling 5,856 to date.

The grant-making policy for Fellowships is to open them for application from all UK resident citizens aged 18 or over, regardless of qualifications, background, age or professional seniority. As a result, the Fellowship attracts applicants from all parts of society and all areas of the UK. Selection of successful candidates is based on the strength of their proposal, its public benefit, and their likely ability to effect change on their return to the UK.

### Public benefit

The Trustees confirm that the Churchill Fellowship has had regard to the Charity Commission's general guidance on public benefit when reviewing its aims and objectives, and in planning future activities and in making grants.



# Highlights of 2020

## Responding to Covid-19 across the UK

**This year, as Covid-19 began to grip the UK, we switched our focus and funding away from international research and towards UK projects that could mitigate the effects of the pandemic throughout society.**

In March, as the first lockdown began, we set up a new Covid-19 Action Fund, offering grants of up to £10,000 for Covid-related projects run by Churchill Fellows. It was funded through our own resources and the generosity of our supporters. The first round of grants was awarded in June, totalling £155,000 for 21 projects. These covered a wide range of issues from healthcare to homelessness and beyond. A second round of grants was opened in September, resulting in awards of £302,000. We are extremely grateful to all friends, Fellows and supporters who donated so quickly and generously to create this fund.

**Responding to Covid-19**  
Fortnightly distribution in Leeds of creative arts toolkits to 200 self-isolating adults who are elderly or have disabilities or dementia, organised by arts director Syvlie Fourcin CF.

To support Fellows' continuing work on the pandemic, the Trustees have allocated substantial further sums to the Covid Action Fund for 2021, and further contributions from donors are currently being sought. Plans are also underway to gather lessons learnt from all Fellows' projects that relate to Covid-19, and to make these freely available in the knowledge bank on our website.

None of this would have been possible without the energy and determination of Fellows themselves, who have launched and adapted hundreds of initiatives on the frontline, in their communities and workplaces nationwide. They have proved once again that the Fellowship is a community of dedicated individuals offering global solutions to the UK's most pressing problems.

# Covid-19 Action Fund recipient

## Becky Rogerson CF



“I’m delighted to receive a Covid-19 Action Fund grant. This will help my work on the development of a community-based approach to empower survivors’ friends and family members to protect the people around them. We need better information for communities to report abuse and better pathways to support their concerns.”

**Charity director Becky Rogerson received one of our Covid-19 Action Fund grants in June 2020, to support her work with people experiencing domestic abuse during the pandemic.**

Becky is the director of Sunderland-based domestic abuse charity, Wearside Women in Need (WWiN). During the pandemic, Becky and her team have worked hard to keep services running – including keeping two women’s refuges open, responding to the rise in number of calls to their helpline and launching a new webchat service for survivors who cannot speak safely on the phone. With the rise in domestic homicide during the pandemic – rates doubled during the first lockdown – they have also been supporting families of victims.

Despite the rise in domestic homicide, referral rates to WWiN decreased during the first lockdown. Victims did not have the opportunity to make calls to helplines or visit professionals who could identify warning signs. In this context, Becky initiated a campaign with Northumbria Police to support and equip the community to report abuse. This included friends and family members of survivors, who are often the first people to be confided in. For this work, Becky received a Covid-19 Action Fund grant from us.

The grant has enabled Becky to begin work on developing a pilot scheme in the north-east of England to ensure that communities receive clear information and support from local services in reporting abuse. Often legislative restrictions such as GDPR can prevent this from happening smoothly. So far, Becky has met with partner organisations including the police to secure their support for the project, and consulted with survivors and their families to determine what support they need and how best to deliver it.

Alongside several speaking engagements, and £100,000 in other funding for a pilot project for homeless women with complex needs, the year has also brought official recognition for Becky’s work. She received an MBE in the 2020 New Year Honours, and was invited to join a panel of national experts for the Barking and Dagenham Domestic Abuse Commission. Overseen by Jess Phillips MP, the Commission is developing a national blueprint for how a borough can tackle domestic abuse, feeding into a report and recommendations which will be published in 2021.

Becky’s Churchill Fellowship to North and South America in 2011 explored legal and community responses to domestic violence, learning from which is feeding into her Covid-19 Action Fund project.





Projects supported by our Covid-19 Action Fund

In June 2020 the first round of grants were made from this new fund, totalling £155,000 for Fellows' projects on Covid-19 related problems:

- William Case: advising and training disabled people and their carers.
- EA Draffan: enhancing communication between care workers and patients.
- Sara Dunn: supporting unpaid carers.
- Geneva Ellis: educating children in care.
- Arfah Farooq: mentoring Muslim and BAME students.
- Yvonne Field: giving a voice to women leaders from BAME communities.
- Ceinwen Giles: developing services for young adults with cancer.
- Melvin Hartley: learning from voluntary community response during the pandemic.
- Alison Jordan: supporting people bereaved by suicide.
- Matt Little: training for disadvantaged young people.
- Temi Mwale: advocacy for young people with experience of the criminal justice system.
- Ruth Oshikanlu: mental health support for BAME health and social care workers.
- Tim Robbins: treating high-risk Covid-19 patients with diabetes.

- Edward Rogers: teaching isolated blind people.
- Becky Rogerson: preventing domestic abuse.
- Evelyn Sharp: providing online trauma therapy for key workers.
- Dan Trevor: protecting young people at risk of self-harm and suicide.
- Amy Varle: housing rough sleepers.
- Patrick Vernon: supporting BAME families bereaved by Covid-19.
- Amanda Walters: protecting low-paid migrant cleaners during the pandemic.
- Helen Woodcock: expanding food production.

A second round of Action Fund grants was made in December 2020, which are listed on our website.

Case study



Covid-19 Action Fund recipient Yvonne Field CF

“We need to galvanise BAME communities so that their voices and views can be heard and taken seriously. The work we have been doing has been stretching, at times exhausting, but very necessary.”

**Equalities campaigner Yvonne Field has been helping Black and minority ethnic communities affected by the pandemic this year, setting up public health research, new grant projects and online advocacy.**

In February 2020, Yvonne's organisation Ubele was appointed by the Greater London Authority as the main regional BAME infrastructure organisation for London. So when Covid-19 hit in March, Ubele were well-placed to lead the BAME community's response to the pandemic.

Under Yvonne's leadership, Ubele quickly conducted research, which highlighted the disproportionate impact of the coronavirus on BAME communities before the media did. In April, Ubele released a statement and launched a national petition, followed by the campaign #weneedanswers, calling on the government to urgently conduct a full independent public investigation into why and how UK BAME communities and frontline staff were being disproportionately impacted by Covid-19. The campaign has helped to mobilise widespread media attention and public support.

At the same time, Yvonne and Ubele helped to set up three funding programmes for BAME communities. Firstly the Majonzi Fund, which offers small grants for those bereaved by Covid-19 to access counsellors and therapists, and hold memorial events and tributes to their loved ones. The fund has so far raised over £90,000 and was set up with Churchill Fellow Patrick Vernon in April 2020. Secondly, Ubele is a convening partner in The Phoenix Fund, a BAME-led fund which was launched in August in partnership with the National Lottery and Global Fund for Children, to support BAME communities with £2m in emergency grants. Thirdly, Yvonne was involved in the design and delivery of the

Covid-19 Community Led Recovery Fund, in partnership with Power to Change and Locality, providing £9.5m to groups of whom more than 70% were BAME-led and BAME-supporting.

On the ground, Yvonne has been advising businesses and individuals on how to secure funding and other support at this challenging time. In October, she was awarded almost £360,000 in National Lottery funding for Ubele's work with BAME community organisations throughout the Covid-19 crisis. Yvonne has also been gathering the stories of BAME women community leaders during the pandemic to develop this content into an online platform to inspire others and ensure the voices of these women are heard. Yvonne received funding from our Covid-19 Action Fund to support this work.

Yvonne's Churchill Fellowship to New Zealand and the USA in 2012 explored how to create future community-based leaders from the African-Caribbean community. Yvonne used her Fellowship experience to establish the Ubele Initiative, a social enterprise which focuses on building community and leadership amongst the African Diaspora community in the UK.





## Highlights of 2020

### Increasing Fellows' impact nationwide

**The Covid-19 Action Fund is only one example of our increasing emphasis on making a practical impact on issues facing the UK. Another important example is our new Activate Fund, which made its first grants in 2020.**

This provides seed funding when Fellows return from their overseas research trips, to help them set up projects in the UK based on their global learning. In June we awarded Activate grants to seven Fellows whose projects have the potential to transform the lives of people across the UK. This is the start of a three-year pilot to explore how best we can support Fellows to accelerate their UK activities, through financial and other forms of assistance.

**Tackling today's key challenges**  
History teacher Michael Davies CF helps pupils in London schools to explore and debate controversial histories, for which he was awarded an Activate Fund grant.

#### Projects supported by our Activate Fund

In June 2020 the first round of grants was made from this new fund, totalling £101,000 for Fellows' projects that have the potential to transform the lives of people across the UK:

- Michael Davies: teaching controversial histories in schools.
- Joanne McPeake: preventing readmission of patients.
- Brenda Parker: decontaminating water with micro-organisms.
- Ann Pascoe: supporting carers in rural areas.
- Suzanne Smith: preventing Shaken Baby Syndrome.
- Amy Varle: combating homelessness through networks.
- Tony Wright: helping women veterans in civilian life.

#### Case study



## Activate Fund recipient Tony Wright CF

**"I am delighted to receive this funding from the Churchill Fellowship. Women veterans are in many ways a hidden population. It is our aim, through a combination of research, education, advocacy and support, to create a dedicated service for women veterans who are struggling to cope with life after military service."**

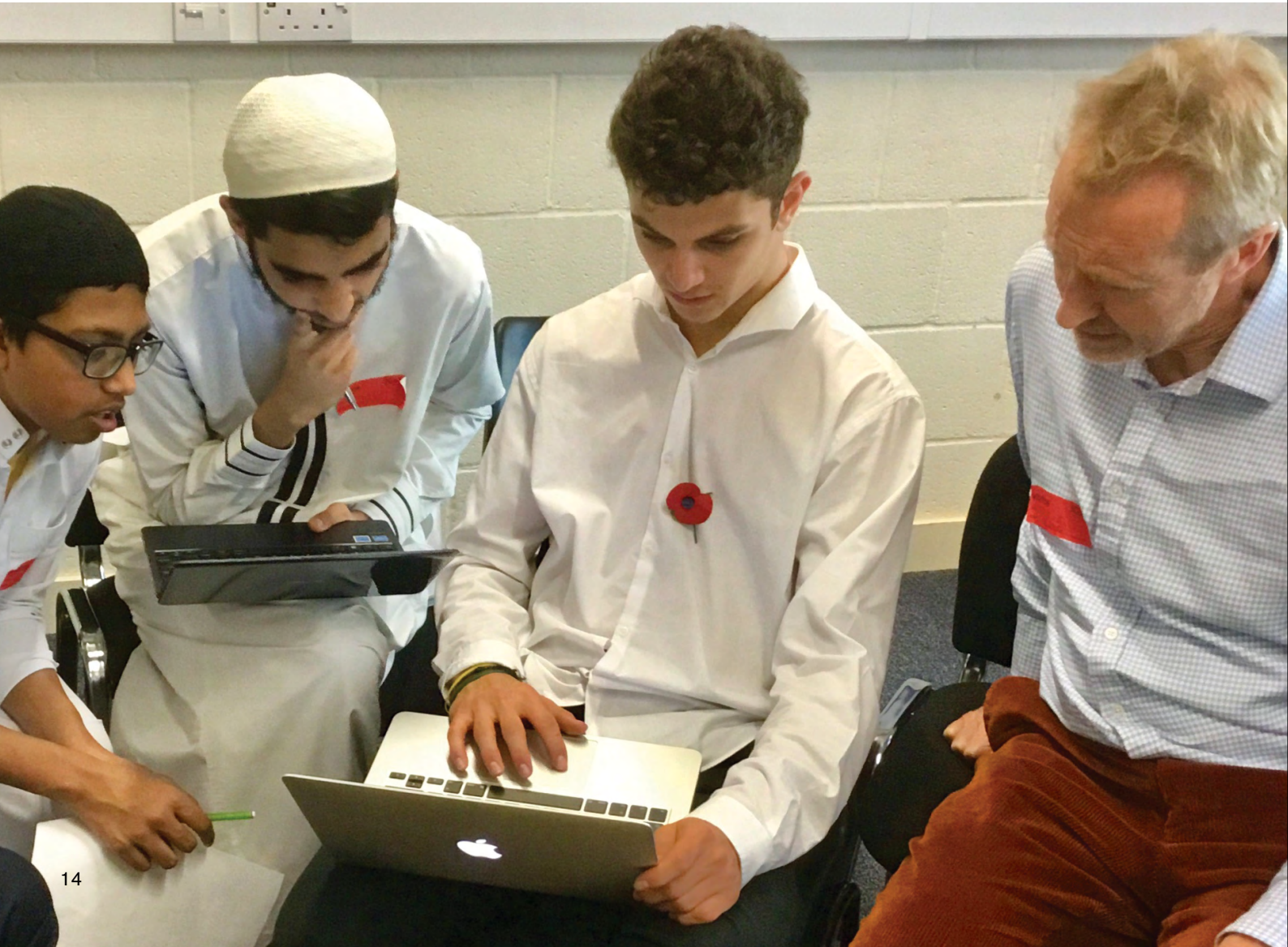
**Veterans champion Tony Wright received one of our Activate grants in May 2020 to develop a support service for women veterans who are moving back to civilian life. This is one of several awards he has received over the past year – including a Points of Light award from the Prime Minister.**

Ex-serviceman Tony is the Founder and CEO of Forward Assist, a charity that provides support and guidance to former servicemen and women who experience difficulties in adjusting to a new life as a civilian. In March 2020, Tony was given a Points of Light award by Prime Minister Boris Johnson, in recognition of his work through Forward Assist. In a personal letter to Tony, the Prime Minister said: "We know that many veterans struggle with the transition to civilian life and so work like yours, which gives meaning and purpose, is so incredibly vital." A few months later, in June 2020, the charity received the Queen's Award for Voluntary Service, the highest award a voluntary group can receive in the UK.

Our Activate grant has enabled Tony to develop the work of Salute Her, which is the only service in the UK that offers trauma-informed support to female service personnel and veterans in a single-sex environment. In research conducted by Forward Assist in September 2019, many women veterans had voiced concerns about the lack of gender-specific mental health and employment support available to them after service, particularly after experiences of sexual assault or sexual harassment during military service.

Tony's work with Salute Her is a much-needed contribution to fill that gap. Over recent months, they have been campaigning for equal mental health support services and post-service employment opportunities, setting up the Women Veterans Task Force to champion the rights of women veterans and influence government policy. Their work was highlighted in two parliamentary debates in autumn 2020.

Tony's Fellowship to the USA in 2011 investigated resettlement and support services for former service personnel, before and after their return to civilian life. Since his Fellowship, Tony has developed numerous innovative interventions for veterans struggling to adjust to life after service, many of which are now recognised as best practice.





# Highlights of 2020

## Creating a community of change makers

**In early March, just before the lockdown, we selected our annual cohort of new Fellows.**

A total of 141 inspiring individuals were appointed, with a mission to discover global innovations overseas and inspire change when they return. For the time being, the international lockdown has put their travels on pause. When it is once again safe for them to travel, they will visit 51 countries in search of new ideas for key issues ranging from climate change to suicide prevention, domestic abuse to urban design.

As usual, the 2020 Fellows come from all parts of society. Fellowships are open to all UK adult citizens, regardless of their qualifications, status, background or age. We select for future potential, not past record, and encourage applications from groups that are under-represented or under-funded. This year was no exception. Of the 2020 Fellowships, 12% were awarded to people from BAME backgrounds, 12% to people who declared a disability, 67% to women, and 6% to Fellows who identify as LGBTQ+.

**Developing tomorrow's leaders**  
Community leader Yvonne Field CF visits the Wolves Lane Centre, where her charity Ubele has set up a 3.5-acre food growing and community space in London.



# Environmental scientist

## Claire Gwinnett CF



“My Fellowship opened my eyes to completely new ways of approaching both forensic science and plastic pollution research, by linking me with experts from other disciplines. I now have the continued pleasure of collaborating with these experts (and new friends) working on solutions to our global plastic pollution problem.”

**Scientist Claire Gwinnett has been invited to lead environmental projects worldwide, as a result of her Fellowship on ocean pollution.**

Claire is Professor in Forensic and Environmental Science at Staffordshire University. Her Fellowship to Australia and the USA in 2018 explored international best practice in microplastics pollution sampling, analysis and removal, connecting Claire with leading research organisations which have since invited her to lead on various projects.

In October 2019, Claire was invited by the leading oceanographic research centre in the USA to share her Fellowship findings into microplastic analysis. Following her presentation, she was approached by Florida Atlantic University to co-lead on the design of a project looking at forensic approaches in microplastic research, in particular the impact of cigarette butts in oceans. Working with experts in turtle conservation in Florida, Claire helped design a project which will include a public engagement programme to raise awareness of the polluting effects of littering and its impact on ocean wildlife.

Claire's Fellowship also connected her with the National Great Rivers Research and Education Centre in Illinois, where she heard about mesocosms, outdoor experimental systems that examine the natural environment under controlled conditions. Over the past year, Claire has been at the forefront in using mesocosms to improve microplastic pollution sampling, working on several projects including one with St Louis University to explore the degradation of plastic over time in water. The projects have been so successful for research that Claire's UK university is considering building its own mesocosm.

Also this year, Claire was chosen as the scientific lead for a National Geographic microplastics expedition, sampling the length of the USA's Hudson River with the aim of stopping microplastics at source. The project also sought to test out new technologies for analysing microplastic samples. One of these technologies was a tape invented by Claire, called Easylift, that is used regularly in forensic analysis, which can speed up and improve recovery of microplastic samples. This new technology proved to be so successful that Citadel University in South Carolina is now considering using the tape to sample microplastics on road surfaces. Claire was later invited to speak to over 5,000 UK school children about the project.

Alongside this, Claire has been invited to set up a citizen science study on the Great Barrier Reef in Australia. For this ongoing project, she has recruited a team of scientists to take samples of the sand to see the impact of human presence on the area.

Claire is currently writing several research papers on these projects, due to be published in 2021.



# Highlights of 2020

## Measuring Fellows' achievements through the years

**Fellows' impact across society was shown in our annual survey, which asked Fellows from various years about the difference they have made as a result of their Fellowship.**

The 148 respondents indicated that they have directly benefitted 30,000 people, and indirectly impacted a further 400,000 (for example through publishing articles or initiating changes to services). They have also secured £2.1m of funding for their projects from other sources.

The survey covered Fellows who had completed their research travels 1, 3 and 5 years earlier.

The sample size is equivalent to the number of Fellows we appoint each year and can be taken as a suggestion of the annual impact of the Fellowship.

Respondents also told us that their influence has extended to experts in their sectors (85%), their communities (62%), employers (56%) and policy-makers (50%). Many have engaged in speaking about their Fellowship topic at public events (83%), have trained or taught

others about it (70%), or have set up a new organisation to take it further (26%). Some 24% have obtained a position on an umbrella body, regulator or commission where they are influential.

The survey's overall picture is of Fellows significantly increasing their capacity to lead change. This happens through the knowledge and global networks they gain overseas, and the status and self-confidence they develop on their return. They effect change in a range of ways which often start locally – in their workplace or locality – but which then expand to include regional and national practice. Their impact increases over the first five years of a Fellowship and their global networks remain active and collaborative even after 10 years.

Fellows' satisfaction ratings are very high. 100% of respondents said they would recommend a Fellowship to others, 91% said it was a life-changing experience and 86% believe that its personal impact will continue throughout the duration of their life and career.

“The Fellowship gave me the courage to travel, to connect, to reach out. It gave me the courage to be curious, to take risks and dream. It gave me the confidence to build new relationships and in small ways (that have had wider ripples) to effect change.”

### Feedback from Fellows

Here is what Fellows told us in our annual survey at 1, 3, 5 and 10 years after their travels:

“The Fellowship gave me the courage to travel, to connect, to reach out. It gave me the courage to be curious, to take risks and dream. It gave me the confidence to build new relationships and in small ways (that have had wider ripples) to effect change.”

“The Fellowship has taught me that there are no barriers that can hold me back if I have a vision. Having heard the stories of so many around the world and having seen the long-term impact of their work, it has made me confident about pursuing my long-term goals.”

“It inspired me to work on a global scale with other like-minded scientists to hopefully create innovative products. I’m proud of being a Churchill Fellow and I’m sure it gives more gravitas to my scientific credentials, which facilitates making introductions much easier.”

“Having the opportunity to spend a protected amount of time observing, learning, listening, engaging, participating with the programmes I had merely read about for years had a profound impact on me personally and professionally. It took my understanding of my topic way beyond my previous understanding and opened my mind to a range of other issues I had previously not considered. Professionally, the knowledge and experience I have gained from operationalising my Fellow’s Report recommendations have developed my ability to bring about change and transformation and drive a solution-focused approach in an agile way that reacts to the opportunities and challenges of the environment. I am a different person as a result of my Fellowship. I am a different professional as a result of my Fellowship.”



Results based on responses from 148 Fellows who travelled 1, 3 and 5 years ago.

# Highlights of 2020

## Renewing for the future

**At the end of an eventful year, in which the Fellowship responded with speed to a national crisis, we began to plan how we too can 'build back better' for the post-pandemic future.**

Our current strategic plan comes to an end soon, and we have taken this moment of change to embark on a strategic review of our operations and impact. Our aim is to renew our long-term vision for how the Fellowship can continue to bring the greatest benefit to lives and communities across the UK, meeting today's needs while retaining our core values.

Our unique programme of travel research grants will remain central to what we do. But we will also explore a digital version of the Fellowship, in which some or all of the research is carried out online from the UK. This will open our life-changing opportunity to wider audiences, including those for whom international travel is not a feasible or desirable option.

Our support for Fellows' impact in the UK, after their research phase, will also increase. Some ways in which this will grow are already being trialled, as described above. Others will follow.

Crucially, we will consider two major UK challenges in all of our thinking: addressing inequality and protecting the

environment. These already run through much of our work and many Fellows address them in their projects. Now we want to raise them to a higher level. So we will be looking at how they are embodied in our award categories, our approach to global travel, our policies on ethical donations and investments, and our own internal structures and processes. Work in these areas has already started and will ensure that we are leading the change we want to see.

Supporting these plans are two internal initiatives that began in 2020. Firstly, we appointed our first Development Director, whose role is to raise the additional funding that will make our future vision possible. Secondly, we started to refine the way we present ourselves and the Fellows, with a new website to showcase Fellows' work better, a new look and logo to take us into the future, and a new name that focuses attention on our community of change makers: the Churchill Fellowship.

The results of all this will form a bold vision for the next five years, which will reflect and address today's crucial issues. This will take us through our 60th anniversary in 2025, when once again we will celebrate the extraordinary contribution of Churchill Fellows to communities and society across the UK.

## Churchill College, Cambridge

As well as the Fellowships above, we fund an annual Archive By-Fellowship for a scholar to use the papers in the Churchill Archives at the college. Our 2020 By-Fellow is Dr Claire Knight, who will be examining the representation of the Soviet Union in British wartime media and its reception by the British public during the Anglo-Soviet alliance, 1941-1945.

We have now concluded our funding for new undergraduate bursaries at the college. We will continue to fund those bursaries already awarded until the end of those recipients' degrees.

“What is the use of living, if it not be to strive for noble causes and to make this muddled world a better place for those who will live in it after we are gone?”

Sir Winston Churchill



Structure, governance and management of the charity

Governing document

The Churchill Fellowship is the working name of the Winston Churchill Memorial Trust. It was established as a living memorial to Sir Winston Churchill after a public appeal following his death in 1965. The Fellowship’s governing document is its Trust Deed. The original Deed is dated 28 January 1965 and has been subsequently amended. The Trustees of the Charity were incorporated as a corporate body under Part VII of the Charities Act 1993 (now the Charities Act 2011), by a certificate issued by the Charity Commission on 13 September 2007.

Trustees

The Trustees are responsible for the overall governance of the Fellowship. The minimum number of Trustees is six with a maximum of 12; currently there are 12 serving Trustees. During the year, the Trustees met five times in December, March, April, July, and September. Following government guidelines due to the Covid-19 pandemic, all meetings from March onwards were held virtually. The Trustees continue to govern effectively with minimal adverse impact from the pandemic.

The Governance and Nominations Subcommittee regularly reviews the skills represented on the Board. Trustees serve for an initial period of seven years, after which they may put themselves forward for reappointment for a maximum of four terms, each term to be for three years. Additional time is allowed for substantive posts such as the role of Chairman. New Trustees receive a comprehensive induction from the Chair, Chief Executive and members of the senior staff team where appropriate.

Management and administration

Trustees are listed on page 7.

The Trustees have delegated, within their overall policy direction, the exercise of certain powers in connection with the management and administration of the Fellowship as described below. This delegation is controlled by regular reporting to the Trustees, so that decisions of importance made under delegated powers are ratified by the Trustees.

The Chief Executive, supported by members of the senior management team, is responsible for the day-to-day management of our affairs and for implementing policies agreed by the Trustees. See fig 1 for staff numbers.

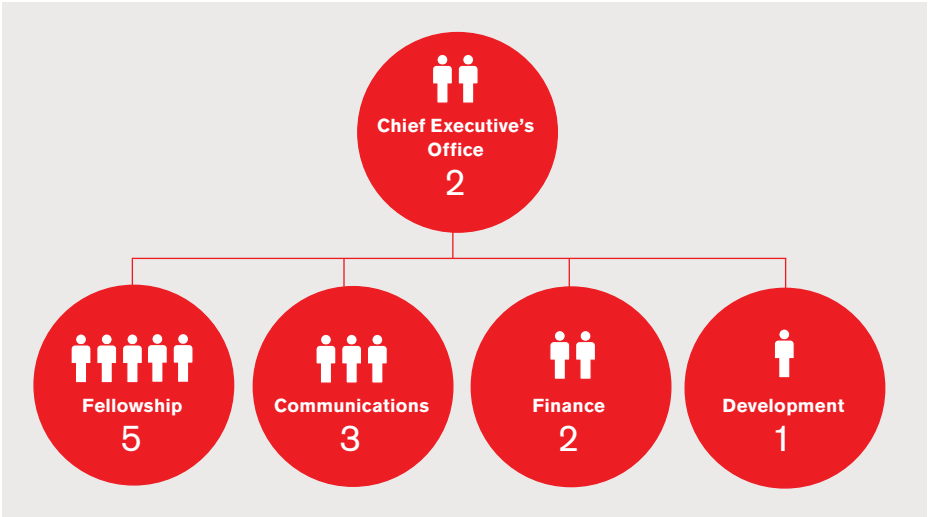


Figure 1 – Staff numbers

Structure, governance and management of the charity (continued)

Advisory Council

The Advisory Council comprises a Chair and currently 19 members as listed below.

Members of the Advisory Council, who are proposed by the Chair of the Council and approved and appointed by the Trustees, are individuals who represent a balance of expertise across a spectrum of occupations, interests and issues of current relevance. The role of the Advisory Council covers four strategic functions (see fig 2).

All Trustees are ex-officio members of the Advisory Council. All members of the Advisory Council take part in the selection and interview process for Fellows.

Advisory Council Members

Ms Lucy Parker (Chair)	Dr David Jeffrey (until July 2020)
Mr Sandy Balfour	Prof Peter Liss CBE (from July 2020)
Prof Richard Benham	Prof Juliet Lyon CBE
Ms Marina Brounger	Mr Chris Mullin (until February 2020)
Ms Elizabeth Buchanan CVO	Ms Kate Organ
Dr Victoria Edwards OBE (until November 2020)	Prof Chris Rapley CBE (until Feb 2020)
Professor Paul Greenhalgh	Lady Henrietta Spencer-Churchill
Professor Charles Hinds	Ms Flora Soames
Ms Pat Hughes	Mr Andrew Trotman
	Ms Kai Wooder

Audit and Risk Subcommittee

The Audit and Risk Subcommittee considers and reviews all matters relating to risk management, external financial reporting and the annual audit, including the appointment of and relationship with the external auditors. It reports and makes recommendations to the Board on matters of financial reporting, risk management and audit. It has three members: John Baker (chair), Jeremy Soames and Joanne Thompson.



Figure 2 – Advisory Council's four strategic functions

Structure, governance and management of the charity (continued)

Partnership and Communications Subcommittee

The Partnership and Communications Subcommittee advises on matters relating to partnership and communications activities, including the Ambassadors. It has four members: David Sheepshanks (chair), Lucy Parker, Jeremy Soames and David Taylor-Smith.

Investment Subcommittee

The Investment Subcommittee advises on matters pertinent to the investment of funds, including the receipt of income, expenditure incurred and the management of funds. It has four members: Harry Henderson (chair until March 2020), John Armitage, Jacob Polny and James Williams (chair from April 2020).

Governance and Nominations Subcommittee

The Governance and Nominations Subcommittee is responsible for identifying and nominating prospective candidates, for approval by the Trustees, to fill Trustee vacancies, and for overseeing the good governance of the Fellowship. It has three members: Joanne Thompson (chair), John Baker and Jeremy Soames.

Remuneration Subcommittee

The Remuneration Subcommittee is responsible for considering all aspects of the remuneration of the senior staff. It has three members: David Sheepshanks (chair), Lucy Parker and Jeremy Soames.

Since the end of the financial year, the organisation of Subcommittees was restructured to take effect from 1 January 2021 as follows:

- The Terms of Reference for The Audit and Risk Subcommittee will include those for Governance and the name is changed to The Audit, Risk & Governance Subcommittee. It has three members: John Baker (chair to May 2021), Joanne Thompson (chair from June 2021) and James Williams.
- The Partnership and Communications Subcommittee is renamed as The Development and Communications Subcommittee. It has three members: David Taylor-Smith (chair), Maria Iredale and Jeremy Soames.
- The Governance and Nominations Subcommittee is renamed as The Nominations and Remuneration Subcommittee and its Terms of Reference changed to exclude Governance and include Remuneration. It has three members: David Sheepshanks (chair), Bharatti Crack and Jeremy Soames.
- There are no changes to The Investment Subcommittee.
- The Remuneration Subcommittee is merged with The Nominations Subcommittee (see above).

Structure, governance and management of the charity (continued)

Fundraising

Under the Charities (Protection and Social Investment) Act 2016, the Trustees are required to report on how the Charity conducts its fundraising activities.

1. Approach

The Fellowship partners with other trusts and foundations to support Fellowships in categories that align with their own objectives and interests. Regular giving is received from Fellows. Donations are also received from private individuals known to the Fellowship. During the year, work was carried out to review and develop a strategy to generate additional funds to support current and new activities.

The Fellowship is a member of and abides by the standards set by the Fundraising Regulator and the Institute of Fundraising (IoF). All supporter data, for both individuals and organisations, is secured in line with The UK Data Protection Act 2019 (incorporating the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679).

2. Voluntary Scheme for Regulating Fundraising

The Fellowship has nothing adverse to report on any of its fundraising activities.

3. Complaints

The Fellowship did not receive any complaints about its fundraising activities during the year.

Governance code

The Fellowship reviews its governance against the Governance Code (the “Code”), which is endorsed by the Charity Commission and leading charity sector bodies, annually. The charity reviews policies and procedures on a regular basis for best practice. In 2020, a Governance Code Review was undertaken and acted on.

Impact of Covid-19

At the time of writing, due to the restrictions placed on international travels, all travelling by Fellows has been suspended and Fellowship applications are paused until it is feasible for us to reopen them. Complying with government guidelines, the charity has made suitable arrangements for staff to work from home, or when permitted, in the office with adequate precautions. The charity continues its operations as normal and has not experienced any material adverse impact from the Covid-19 pandemic.

The charity’s financial position remains sound and the Trustees have access to the Trust’s expendable endowment to cover all its current and future anticipated liabilities. The risk of the charity generating a reduced level of investment income is increased as a result of the impact of the Covid-19 pandemic on the financial markets. The risk is mitigated by the engagement of professional, expert investment managers, having a diversified investment portfolio and continuous monitoring of investment performance.

On fundraising, the lockdown restrictions due to the pandemic have disrupted our development plans. However, having launched a successful appeal for our Covid-19 Action Fund, our plans have returned to making progress towards supporting the ongoing work and development of the Fellowship.

Safeguarding

The Trustees consider their approach to Safeguarding is in line with Charity Commission guidelines and consider that the charity complies. Trustees will continue to monitor this area.

Structure, governance and management of the charity (continued)

Equality, diversity and inclusion policy statement

Equality, diversity and inclusion are core to the values and ethos of the charity’s work across all activities. This policy takes account of relevant legislation and aims to avoid discrimination which the Trustees recognise is a barrier to equality, diversity and inclusion. Through the implementation of the policy, the charity has due regard to the protected characteristics detailed in the Equality Act 2010.

The charity is committed to promoting equality, diversity and developing a culture of inclusion and engagement through:

- Advancing equality, diversity and inclusion in all its forms, working constructively to enable fair and full participation in all of its work and activities, in an environment characterised by diversity and equal opportunity.
- Taking personal responsibility to uphold standards and ensure that values of equality, diversity and respect for all are embedded into everything we do.
- Advancing diversity of Trustees, Advisory Council members and staff recruitment, and of Fellowship participation in an inclusive community.
- Ensuring action that promotes equality, including processes for equality screening and impact assessments of the charity’s functions and charitable activities.
- Ensuring that individuals with whom we come into contact in all situations are treated with fairness, dignity and respect.
- Creating a working environment free of bullying and harassment, promoting dignity and respect for all.

The charity aims to ensure that its policies, training and development and its day-to-day operations reflect its legal responsibilities as well as the principles set out in this statement. The principles of non-discrimination and equality also apply to the way in which Trustees, Advisory Council members, staff and Fellows should treat each other, and any other persons associated with the charity.

This policy is applicable to all Trustees, Advisory Council members, Fellows, staff, contractors, applicants for the Fellowship and visitors.

Financial review

The Trustees set a fixed budget at the beginning of the year and agreed that the charity would draw down and expend sufficient funds to achieve the approved budget (taking into account funds raised) up to a maximum of 4% of the value of the endowment calculated on the basis of a 12-quarter rolling average.

For the year ended 30 September 2020, the Trustees set a budget for the general fund of £2,486,334 (2019 – £2,177,719) to meet the core grant-making and support costs of the Fellowship.

Incoming Resources

During the year, total income decreased by 12% from £1,500,676 in 2019 to £1,321,187. The decrease was mainly due to:

- a. a decrease in both restricted and general unrestricted donations; and
- b. decreased investment income.

Restricted funding receivable from our partners and donors to fund 2020 Fellowships and our support to these Fellows was £526,646 (2019 – £566,278); the categories funding element of this from our partners for 2020 was £167,500 (2019 – £160,990).

A further £33,797 (2019 – £49,736) was received in unrestricted donations.

Investment income for the year totalled £759,386 (2019 – £876,606).

Expenditure

Total expenditure for the year was 13.8% higher than in 2019 at £2,513,955 (2019 – £2,209,515).

Total grant commitments were £1,304,718 (2019 – £1,089,986), comprising £1,046,060 (2019 – £1,074,986) awarded for 140 Fellowships, £3,000 (2019 – £15,000) for a Churchill College grant, £100,872 for the Activate Fund and £154,785 for the Covid-19 Action Fund. The Churchill College grant funds one Archive By-Fellowship at Churchill College.

The grant commitments awarded for the 2020 Fellowships accrued in the accounts have been included in creditors at the year end. None of these grants have been paid to Fellows due to restrictions placed on travelling arising from the Coronavirus pandemic.

Post-Fellowship funding payments totalled £22,074 to enable Fellows to build on the results of their Fellowship and take the next step.

The charity continues to invest in staff resources to strengthen the skills and abilities of its team in order to support the Fellowship programme. The full-time equivalent headcount during the year increased to 12.92 (2019 – 12.21).

Direct fundraising costs for the year were £5,235 (2019 – £13,357).

Governance costs for the year totalled £87,541 (2019 – £64,206).



Financial review  
(continued)

Distribution and Cash Management

The Trustees have adopted a policy to distribute up to 4% of the total value (on a 12-quarter rolling average basis) of the investment portfolios and will draw down and expend sufficient funds to achieve the approved budget (taking into account funds raised).

The Fellowship holds sufficient cash on short-term deposit to meet immediate expenditure and to manage cashflow fluctuations. This is reviewed regularly by the Investment Subcommittee.

Remuneration

The Trustees consider that the Board of Trustees and senior staff team (the Chief Executive, Fellowship Director, Communications Director, Development Director and Finance Director) comprise the key management personnel of the Charity, in charge of directing and controlling the day-to-day operations of the Fellowship.

The remuneration of the senior staff team is reviewed annually by the Remuneration Subcommittee and put to the Trustees for their approval. Salary increases consider both inflation rates and affordability. Staff remuneration is also benchmarked, using an independent resource, with grant-making charities of a similar size and activities to ensure that the remuneration set is fair and not out of line with that paid for similar roles.

None of our Trustees receive remuneration or other benefits from their work with the Charity.

Investment review

During the year, Schroder & Co Limited, trading as Cazenove, continued as the Fellowship’s primary investment manager.

The Trustees have adopted a five-year medium-risk strategy. This seeks to develop sufficient return to meet the cost of the charitable activities during the year, while maintaining the capital value of the portfolio in real terms. The investment strategy manages the portfolio’s risk exposures across the investment horizon and includes an element of active allocation.

The overall value of the charity’s portfolio, as at 30 September 2020, totalled £44,178,051 (2019 – £43,941,341), of which £33,682,757 (2019 – £35,317,451) was under discretionary management by Cazenove and £10,495,294 (2019 – £8,623,890) was held by Cazenove on an execution only basis.

Cazenove focuses on delivering total returns comprising both capital growth and income generation. Cazenove manages these strategies in aggregate to ensure levels of risk commensurate with the charity’s overall objectives.

The portfolio managed by Cazenove is measured annually against a composite benchmark set by the Trustees. The full financial year of performance shows a return of 1.8% (2019 – 2.8%) against a benchmark of -1.2% (2019 – 5.4%).

The execution-only portfolio is comprised of The Trojan Fund and The Trojan Global Income Fund, which are managed by Troy Asset Management Ltd, the GMO Climate Change Investment Fund and the Third Point Investment Ltd. These investments are held as part of the charity’s investment portfolio as a differentiated strategy. The overall performance of the execution-only portfolio for the full financial year was 4.5% (2019 – 8.1%), taking into account the mid-year investment in the GMO Climate Change Investment Fund.

On Environmental, Sustainability and Governance (ESG), our principal investment manager is a member of the United Nations-supported Principles for Responsible Investment (UNPRI). The Trustees recognise the impact of climate change and are actively considering all options on sustainable investments. In 2020, the charity became a member of the Institutional Investors Group on Climate Change (IIGCC).

## Reserves policy

The reserves policy ensures that there are sufficient resources:

- To enable the Fellowship to meet any unforeseen shortfall in income without incurring excessive loss through selling securities in the midst of a possible downturn in the financial markets.
- To provide funds to protect the Charity against unforeseen adverse circumstances.

At the end of the reporting period, total funds held were £43,113,586 (2019 – £43,883,970). During the year, the Trustees reviewed the amount of cash held on deposit and considered the Fellowship’s free reserves. Given the continued uncertainty of the current financial markets, the Trustees aim to maintain a free reserves balance of one year’s expenditure, which is approximately £1,600,000.

In addition to the free reserves, the Trustees have designated unrestricted funds. These designations are reviewed annually. Designated funds at the balance sheet date amounted to £152,452 (2019 – £253,324) for supporting the Activate Fund.

The restricted fund balance totalled £187,717 (2019 – £269,992). This fund will be used, in accordance with the terms of the grant agreement, to fund the annual number of Fellowships offered by the Fellowship, the Covid-19 Action Fund and to provide direct and indirect support for the development of the Fellowship programme over the coming years.

The Trustees review liquidity quarterly and reserves annually and are satisfied that the Charity is in a position to meet all its current and anticipated future commitments.

## Risk management

The Trustees are ultimately responsible for risk management and internal controls. The Chief Executive and the senior management team manage the risks with advice and input from the Audit and Risk Subcommittee. The Fellowship’s systems and controls are monitored by the Audit and Risk Subcommittee and the senior management team on an ongoing basis.

Risks are assessed in terms of the likelihood of the risks occurring and the severity of their impact on the delivery of the Fellowship’s strategy. Trustees are satisfied that the major strategic and operational risks that the Fellowship faces have been identified.

Following a fundamental review, 12 most significant risks were identified as having a medium to high core risk with a moderate to catastrophic severity should they materialise. Two of the risks were identified to have a high residual risk and the rest a medium residual risk after taking mitigation and management actions, namely:

1. Pandemic risk: the risk is mitigated by ensuring there is a Business Continuity Plan in place including internal policies for operations and guidance for Fellows at all stages of their travelling.
2. Breaches in cybersecurity: the risk is mitigated by regular monitoring of potential cyber attacks on the Fellowship’s system, by regular system and data backup, and by having a robust cybersecurity policy in place.
3. Threats/hostile actions towards the Fellowship and its associates: the risk is mitigated by constant information sharing on any potential hostile acts, and by having a comprehensive crisis plan in place for containment and reducing any damaging impact.
4. Terrorism, fire or flooding: the risk is mitigated by having adequate insurance cover and a Business Continuity Plan in place.
5. Viability of Fellowship Scheme: the risk is mitigated by extensive monitoring and analysis of applications, potential audience and current Fellowships while reviewing and adapting the Fellowship model to changing demands or needs.
6. Insufficient grant for Fellows’ expenses: the risk is mitigated by communication with Fellows in the finalisation of their travel plans and by having an adequate contingency fund to meet potential changes due to foreign exchange fluctuations or economic conditions.
7. Increased volatility in the financial markets: market volatility is outside of the Fellowship’s control but the severity is mitigated by the Fellowship’s investments being managed by professional, experienced investment houses. The performance of the investments and the Investment Manager is kept under review by the Investment Subcommittee. The Investment Subcommittee reports to the Board of Trustees at each Trustee meeting.
8. Financial crisis: the occurrence of a financial crisis is outside of the Fellowship’s control but the severity is mitigated by regular proactive reviews and monitoring of financial markets and world events, and having an adequate reserves policy and a crisis plan in place.
9. Unfavourable third party comments: the risk is mitigated by careful and regular communications of the charity’s work, the Fellowship and Fellows’ achievements, while ensuring the charity presents itself positively through its actions and behaviours.

Risk Management  
(continued)

- 10. Change in senior management: the risk is mitigated by ensuring staff are trained by key individuals and tasks are known and undertaken by more than one individual. Adequate appraisal systems and processes are in place, as well as succession plans where appropriate.
- 11. Potential adverse incidents affecting a Fellow during travel: mitigating actions include ensuring that Fellows observe travel advice from the FCO and from the travel insurance underwriter, and having appropriate crisis and safety plans in place in addition to appropriate insurance cover.
- 12. Public perception of certain actions and views of Sir Winston Churchill: the risk is mitigated by clear statements on the origin of the charity and its relationship with Sir Winston Churchill, and a clear, stated policy on Equality, Diversity and Inclusion.

Subcommittees review the risks they manage with appropriate executive support, and report to the Board. The Audit and Risk Subcommittee reviews the Risk Register annually, and the Board receives the full Register once a year.

Post year end events

Plans for our 2022 programme are currently being formulated by management and are under active review by the Trustees.

Related parties

From time to time, the Fellowship receives grants or enters into grant-making partnerships with organisations and/or individuals with whom one or more of its Trustees is connected, typically as a Trustee or member of staff. The Fellowship takes steps to ensure that these decisions, and other decisions where there are related parties, are made at arm’s length and in accordance with its policies for dealing with potential conflicts of interest.

Trustees are required to disclose all relevant interests and register them with the Finance Director and, in accordance with the Fellowship’s conflicts of interest policy, withdraw from decisions where a conflict of interest arises. Conflicts of interest are reviewed at each Board and Advisory Council Meeting.

The Fellowship actively collaborates with other funders, to share expertise and knowledge or to jointly provide grants.

Statement of Trustees’  
responsibilities and governance

The Trustees are responsible for their annual report and for the preparation of financial statements for each financial year, with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Fellowship and of the incoming resources and application of resources of the Fellowship for that period.

In preparing financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles of the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates which are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Fellowship will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity’s website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

The Trustees are monitoring and improving governance practice in line with the guidance and advice provided by the Charity Governance Code.

Jeremy Soames  
Chairman of the Trustees

Date:



# Auditor’s report

Auditor's report

# Independent auditor’s report to the Trustees

Opinion

We have audited the financial statements of the Winston Churchill Memorial Trust for the year ended 30 September 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 Charity’s affairs as at 30 September 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. Our opinion on the financial statements does not cover the other information and 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.

Independent auditor’s report to the Trustees  
(continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees’ report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

Responsibilities of Trustees

As explained more fully in the Trustees’ responsibilities statement (set out on page 33), the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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](http://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 Charity’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 Charity’s Trustees those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity’s Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Statutory Auditor, London

Date:

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial statements

# Statement of financial activities for the year ended 30 September 2020

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	Total 2020 £	Total 2019 £
<b>Income and Endowments</b>						
Donations and Legacies	3a/c	33,797	526,646	–	560,443	616,014
Investments	4	759,386	–	–	759,386	876,606
Other	3b	1,358	–	–	1,358	8,056
<b>Total Income</b>		<b>794,541</b>	<b>526,646</b>	<b>–</b>	<b>1,321,187</b>	<b>1,500,676</b>
<b>Expenditure on</b>						
Charitable Activities:						
Fellowship Grants payable	5	947,667	357,051	–	1,304,718	1,089,986
Grant programme and related support costs	6	658,722	251,870	–	910,592	867,202
<b>Total cost of Charitable Activities</b>		<b>1,606,389</b>	<b>608,921</b>	<b>–</b>	<b>2,215,310</b>	<b>1,957,188</b>
<b>Raising Funds</b>						
Fundraising Costs		125,268	–	–	125,268	75,574
Investment Management Costs		–	–	173,377	173,377	176,753
<b>Total cost of Raising Funds</b>		<b>125,268</b>	<b>–</b>	<b>173,377</b>	<b>298,645</b>	<b>252,327</b>
<b>Total Expenditure</b>		<b>1,731,657</b>	<b>608,921</b>	<b>173,377</b>	<b>2,513,955</b>	<b>2,209,515</b>
<b>Net investment gains</b>	10	–	–	422,384	422,384	873,201
Net (expenditure)/income		(937,116)	(82,275)	249,007	(770,384)	164,362
Transfer between funds	18	948,000	–	(948,000)	–	–
Net movement in funds	18	10,884	(82,275)	(698,993)	(770,384)	164,362
<b>Total funds brought forward</b>	18	<b>953,031</b>	<b>269,992</b>	<b>42,660,947</b>	<b>43,883,970</b>	<b>43,719,608</b>
<b>Total funds carried forward</b>		<b>963,915</b>	<b>187,717</b>	<b>41,961,954</b>	<b>43,113,586</b>	<b>43,883,970</b>

The above Statement of Financial Activities includes all recognised gains and losses.

All activities giving rise to such gains and losses are continuing.

# Balance sheet at 30 September 2020

	Notes	2020 £	2019 £
<b>Fixed assets</b>			
Tangible and intangible assets	11	105,283	123,535
Investment assets	12	44,178,051	43,941,341
		<b>44,283,334</b>	<b>44,064,876</b>
<b>Current assets</b>			
Stocks	13	58,952	59,152
Debtors	14	66,113	259,439
Cash at bank		382,215	346,568
		<b>507,280</b>	<b>665,159</b>
<b>Creditors</b>			
Amounts falling due within one year	15	(1,677,028)	(831,863)
<b>Net current liabilities</b>		<b>(1,169,748)</b>	<b>(166,704)</b>
<b>Total assets less current liabilities</b>		<b>43,113,586</b>	<b>43,898,172</b>
<b>Creditors</b>			
Amounts falling due after more than one year	16	–	(14,202)
<b>Total assets</b>		<b>43,113,586</b>	<b>43,883,970</b>
<b>The funds of the charity</b>			
Endowment funds	17	41,961,954	42,660,947
Restricted Funds represented by:			
Restricted Fund	17	187,717	269,992
Unrestricted Funds represented by:			
Designated Fund – Fellowships	17	152,452	253,324
General Fund	17	811,463	699,707
	18	<b>43,113,586</b>	<b>43,883,970</b>

The financial statements were approved and authorised for issue by the Trustees on

and signed on their behalf by:

**Jeremy Soames**  
Chairman of Trustees



Statement of cash flows for the year ending 30 September 2020

	Notes	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	20	(907,762)	(1,421,811)
<b>Cash flows from investing activities</b>			
Dividends and interest		759,386	876,606
Purchase of investments – reinvested dividends and interest		(759,733)	(871,484)
Proceeds from sale of investments – withdrawal from portfolio		770,000	1,335,000
Proceeds from sale of investments – deduction of investment management fees from portfolio		175,407	177,380
Disposal of fixed assets		–	–
Purchase of fixed assets		(1,651)	(40,319)
<b>Net cash provided by investing activities</b>		<b>943,409</b>	<b>1,477,183</b>
<b>Increase in cash and cash equivalents in the year</b>	21	35,647	55,372
Cash and cash equivalents at the beginning		346,568	291,196
<b>Cash and cash equivalents at the end of the year</b>		<b>382,215</b>	<b>346,568</b>

Notes to the financial statements

1. Charity information	<p>The Winston Churchill Memorial Trust, registered charity no. 313952, is a public benefit entity established in the UK as a Trust governed by its original Trust Deed dated 28 January 1965 and subsequent Deeds of Variation, revised in 2005 and in 2007 and consolidated in an amended Deed of Variation, dated 7 December 2007. The Trustees of the charity were incorporated as a corporate body under Part VII of the Charities Act 1993 (now the Charities Act 2011), by a certificate issued by the Charity Commission on 13 September 2007. The incorporated name of the Trustees is 'The Trustees of the Winston Churchill Memorial Trust'. The charity's working name is 'the Churchill Fellowship'. The charity operates from its principal place of business at 29 Great Smith Street, London SW1P 3BL.</p>
2. Accounting policies	<p><b>a. Basis of financial statements</b></p> <p>The financial statements have been prepared on a going concern basis under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.</p> <p>The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the previous Statement of Recommended Practice: Accounting and Reporting by Charities which was effective from 1 April 2005 but which has since been withdrawn.</p> <p>In view of the level of investments held at the balance sheet date, the Trustees are of the opinion that the charity is a going concern. The Trustees are of the view that the charity will remain able to meet its commitments as they arise for a period of at least 12 months from the date of this report, and there are no material uncertainties in relation to the charity's ability to continue as a going concern.</p> <p><b>b. Fund accounting</b></p> <p>The charity's principal Fund is an expendable endowment, which may be used to support all the charity's objects. However, in order to demonstrate adherence with the policy adopted to preserve the capital of the charity, the Trustees have created the following funds:</p> <p>The <b>endowment fund</b> which represents the expendable endowments.</p> <p>The <b>unrestricted fund</b> which consists of:</p> <p>i) The <b>designated fund – Fellowships</b> is monies set aside from the general fund by the Trustees for the funding of a pilot for a new grant initiative.</p> <p>ii) The <b>general fund</b> which represents unexpended income and/or liabilities.</p> <p>The <b>restricted fund</b> which represents monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions. Interest earned on restricted fund balances is applied to the appropriate fund.</p>

2. Accounting policies (continued)	<p><b>c. Income</b></p> <p>Income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:</p> <p><b>Donations</b> are included in full in the Statement of Financial Activities when receivable.</p> <p><b>Grants</b>, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Grants are carried forward to the extent that the grantor specifies that the grant is for expenditure in future accounting periods, or when the charity has to fulfil conditions before becoming entitled. Grants carried forward in this way are accounted for as deferred income.</p> <p><b>Income tax</b> recoverable on covenanted giving and Gift Aid donations is accounted for in the year of receipt of the associated income on an accrual basis.</p> <p><b>Legacies</b> are accounted for when the conditions of entitlement and measurement are satisfied and receipt is probable.</p> <p><b>Donated services and facilities</b> are included at the value to the charity, where this can be quantified.</p> <p><b>Donated assets</b> are included at the value to the Charity, where this can be quantified.</p> <p><b>Investment income</b> is recognised as receivable when a security is listed as ex-dividend.</p> <p><b>d. Expenditure</b></p> <p>Expenditure is recognised on an accrual basis as a liability is incurred.</p> <p><b>Charitable activities</b></p> <p>Charitable activities expenditure comprises those costs incurred by the charity in the delivery of its grant-making activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.</p> <p>Fellowships and Bursaries (single and multi-year) and other grants are recognised in the accounts as liabilities once they have been approved by the Trustees and the recipients have been notified.</p> <p>Grants awarded but unpaid at the balance sheet date are recognised as grant commitments under creditors. Grants withdrawn or cancelled in the year are credited against new grant commitments made in the same year.</p> <p><b>Raising funds</b></p> <p>Expenditure on raising funds includes the direct costs paid to service providers for managing the investment assets, the direct costs of activities including staff salaries and other expenditure, and an allocation of related support costs. Support costs are allocated according to an estimate of the proportional usage across different activities supported, on a staff-time basis.</p> <p>Fees due in respect of investment management are charged against the Endowment Fund as the cost of generating funds. The figures shown are the fees charged in accordance with the fee scale set out in the investment management agreement for the charity's portfolio.</p>
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<b>2. Accounting policies</b> (continued)	<p>Underlying management fees for the common investment funds, managed funds and hedge funds have been incurred and have been charged to those funds. These fees have been calculated and the gross fee due on the charity's portfolio is set out in Note 12.</p> <p><b>Governance</b> Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the charity's Trustees and committees.</p> <p><b>Allocation of support costs</b> All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. staff time, as set out in Note 6.</p> <p><b>e. Investments</b> Listed investments are stated in the balance sheet at their market value, as at the balance sheet date. Historical costs are included for information.</p> <p><b>f. Cash and bank balances</b> Cash and bank balances represent money on deposit and on current accounts with banks. Cash held by investment managers as part of their discretionary mandate is included with investments.</p> <p><b>g. Pension costs</b> The charity contributes 10% of basic salary towards personal pension plans for its employees. Contributions to employees' personal pension plans are charged to the Statement of Financial Activities in the year in which they become payable. The charity has no liability under the schemes other than the payment of those contributions.</p> <p><b>h. Tangible and intangible assets</b> All assets, including donated assets, costing or with a value more than £1,000 and with an expected useful life exceeding one year, are capitalised. The cost of assets includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation begins in the following month after purchase.</p> <p>Leasehold improvements are included at cost and depreciated on a straight-line basis over the remaining term of occupation of the charity's premises.</p> <p>Furniture and equipment – 10 years Computer equipment – 4 years Website – 4 years</p> <p><b>i. Paintings held by the Fellowship</b> The charity owns paintings by or of Sir Winston Churchill which were donated many years ago. These paintings are fully insured. The Trustees consider that no reliable carrying value can be ascribed to them for accounting purposes. As permitted by FRS102, these assets have therefore not been capitalised in the accounts.</p> <p>A heritage asset is a tangible asset of historical or artistic importance held and maintained principally for its contribution to knowledge and culture. A painting donated to the charity by Sir Kyffin Williams, a Churchill Fellow, was valued by independent art valuers upon the charity's receipt in 2011 and is subject to regular valuation. The value has been capitalised, but no depreciation has been charged because the asset has a very long useful life and the estimated residual is not</p>
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<b>2. Accounting policies</b> (continued)	<p>materially different from the carrying amount. The asset is subject to an annual impairment review by the Trustees and there was no reduction in the value of the heritage asset during the year.</p> <p><b>j. Stock</b> Stock is stated at the lower of cost or net realisable value.</p> <p><b>k. Irrecoverable VAT</b> Irrecoverable VAT is included in the Statement of Financial Activities within the expenditure to which it relates.</p> <p><b>l. Realised and unrealised investment gains and losses</b> Realised and unrealised investment gains and losses are credited or charged to the Statement of Financial Activities in the year in which they occur. Gains or losses on investments are calculated as the difference between the disposal proceeds and the historical cost and are included in the Statement of Financial Activities.</p> <p><b>m. Related party transactions</b> The charity's policy is for Trustees, executives or advisers to declare their interest and exempt themselves from all relevant discussions and decisions which may involve a transaction with a related party, or in which they may have a conflict of interest.</p> <p><b>n. Operating leases</b> Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.</p> <p><b>o. Key judgements and assumptions</b> In the application of the charity's accounting policies, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.</p> <p>The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.</p> <p>In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.</p> <p><b>p. Financial instruments</b> The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors, see note 14. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors, see notes 15 and 16.</p> <p>Investments, including bonds held as part of an investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure, see notes 10 and 12.</p>
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3. Donations and legacies

	Total 2020 £	Total 2019 £
Donations	31,797	49,736
Legacies	2,000	–
	33,797	49,736
Restricted Income	526,646	566,278
	560,443	616,014

3b. Other Income

	Total 2020 £	Total 2019 £
Donated Services	1,200	7,736
Fellowship Memorabilia Sales to Churchill Fellows	158	320
	1,358	8,056

Donated services received in the year comprised of online digital services.

3.c Restricted Income

	Total 2020 £	Total 2019 £
<b>Funding for Fellowships</b>		
Churchill Fellows	4,524	1,538
The Frank Jackson Foundation	10,000	9,000
The Lady Hind Trust	10,000	10,000
The Linbury Trust	–	64,750
The Lloyd George Foundation	20,000	20,000
The Mercers' Charitable Foundation	100,000	–
The Michael Bishop Foundation	100,000	100,000
The Oak Foundation	–	200,000
	244,524	405,288
<b>Funding for Fellowship Categories</b>		
Burdett Trust for Nursing	50,000	47,000
Dr Eddie Goldfinch CF	5,000	–
John Armitage Charitable Trust	54,000	54,000
The Childwick Trust	10,000	–
The Rank Foundation	48,500	59,990
	167,500	160,990
<b>Covid–19 Action Fund</b>		
Churchill Fellows	754	–
Donations via website	1,368	–
The J Paul Getty Charitable Trust	5,000	–
The Augusta Charitable Foundation	50,000	–
The Oak Foundation	50,000	–
Sir Richard Vickers	2,500	–
	109,622	–
<b>Special Project</b>		
The Hadley Trust	5,000	–
	526,646	566,278



4. Investment Income

	Total 2020 £	Total 2019 £
Dividends	730,221	793,581
Bond interest	28,886	82,018
Bank interest	279	1,007
	<b>759,386</b>	<b>876,606</b>

5. Analysis of Fellowship Grants

	Total 2020 £	Total 2019 £
<b>Grants awarded during the year</b>	1,294,308	1,079,046
<b>Addition or withdrawal of Grants</b>		
Fellowships grant adjustments	10,410	10,940
<b>Charge for the year</b>	<b>1,304,718</b>	<b>1,089,986</b>
Grants accrued as at 1 October 2019	574,602	569,899
<b>Grants payable in the year</b>	<b>1,879,320</b>	<b>1,659,885</b>
<b>Grants paid in the year</b>		
Fellowship grants	425,714	1,085,283
<b>Payable as at 30 September 2020</b>		
Fellowships grants	1,421,606	542,602
Bursaries due within one year	32,000	18,000
Bursaries due after more than one year	–	14,000
	1,453,606	574,602
	<b>1,879,320</b>	<b>1,659,885</b>

6.a Total Expenditure

	Charitable Activities £	Raising Funds £	Investment fees £	Total 2020 £	Total 2019 £
Grants	1,304,718	–	–	<b>1,304,718</b>	<b>1,089,986</b>
Staff costs	323,966	82,803	–	<b>406,769</b>	<b>406,152</b>
Direct costs	165,957	5,234	173,377	<b>344,568</b>	<b>305,035</b>
Support costs	420,669	37,231	–	<b>457,900</b>	<b>408,342</b>
	910,592	125,268	173,377	<b>1,209,237</b>	<b>1,119,529</b>
<b>2020</b>	<b>2,215,310</b>	<b>125,268</b>	<b>173,377</b>	<b>2,513,955</b>	<b>2,209,515</b>
2019	1,957,188	75,754	176,753	2,209,515	

6.b Allocation of Support Costs

	Charitable activities £	Cost of generating funds £	Total 2020 £	Total 2019 £
Office Expenses	175,626	19,629	<b>195,255</b>	248,662
Governance	87,541	-	<b>87,541</b>	64,206
IT Services	32,981	3,685	<b>36,666</b>	35,765
Finance	32,429	3,625	<b>36,054</b>	34,358
Staff Support	92,092	10,292	<b>102,384</b>	25,351
<b>2020</b>	<b>420,669</b>	<b>37,231</b>	<b>457,900</b>	<b>408,342</b>
2019	373,748	34,594	408,342	

Support costs are allocated on staff activity.

7. Related party transactions

Expenses of £257 were reimbursed to one Trustee (2019 – £1,271) during the year to cover their travel expenses in the fulfilment of their duties. No Trustee received any remuneration or received any other benefits for their services during the year (2019 – £0). Trustee indemnity insurance amounted to £2,184 (2019 – £2,195) during the year.

8. Net income

	Total 2020 £	Total 2019 £
Is stated after charging:		
Audit fee (including VAT)	12,300	12,120
Depreciation of tangible fixed assets	19,903	20,567

9. Staff costs

	Total 2020 £	Total 2019 £
Wages and salaries	505,703	433,954
Employer's National Insurance	55,651	43,999
Pension costs	51,066	44,682
	<u>612,420</u>	<u>522,635</u>

The average head count during the year was 13 (2019 – 12). The number of employees (full time equivalent) during the year was 12.92 (2019 – 12.21).

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2020	2019
£80,001 – £90,000	1	1

Pension contributions for employees with emoluments greater than £80,000 amounted to £8,640 (2019 – £8,500)

The charity considers that its key management personnel comprise the Trustees, the Chief Executive, the Fellowship Director, the Communications Director, the Development Director and the Finance Director. The total employment benefits of the key management personnel, including employer's pension and NI contributions, were £352,954 (2019 – £297,109).

10. Gains and losses on investment assets

	Total 2020 £	Total 2019 £
Realised (loss)/gain	(339,448)	27,253
Unrealised gain	761,832	845,948
Net gain for the period	<u>422,384</u>	<u>873,201</u>

11. Fixed assets

	Paintings £	Office Refit £	Office Furniture £	Computer Equipment £	Tangible Assets Total £	Intertangible Assets Web Site £	Total Fixed Assets £
<b>Cost</b>							
1 October 2019	45,000	108,068	63,842	23,395	240,305	34,121	274,426
Additions	–	–	–	1,651	1,651	–	1,651
Disposals	–	–	(2,874)	–	(2,874)	–	(2,874)
<b>At 30 Sept 2020</b>	<b>45,000</b>	<b>108,068</b>	<b>60,968</b>	<b>25,046</b>	<b>239,082</b>	<b>34,121</b>	<b>273,203</b>
<b>Depreciation</b>							
1 October 2019	–	68,083	39,270	11,354	118,707	32,184	150,891
Disposals	–	–	(2,874)	–	(2,874)	–	(2,874)
Charge in year	–	8,574	5,123	4,269	17,966	1,937	19,903
<b>At 30 Sept 2020</b>	<b>–</b>	<b>76,657</b>	<b>41,519</b>	<b>15,623</b>	<b>133,799</b>	<b>34,121</b>	<b>167,920</b>
<b>Net Book Value</b>							
<b>At 30 Sept 2020</b>	<b>45,000</b>	<b>31,411</b>	<b>19,449</b>	<b>9,423</b>	<b>105,283</b>	<b>–</b>	<b>105,283</b>
<b>At 30 Sept 2019</b>	<b>45,000</b>	<b>39,985</b>	<b>24,572</b>	<b>12,041</b>	<b>121,598</b>	<b>1,937</b>	<b>123,535</b>

**12. Investments**

	Total 2020 £	Total 2019 £
Market value of listed investments at 1 October 2019	43,941,341	43,709,036
Income received from investments	759,733	871,484
Distributions	(770,000)	(1,335,000)
Investment management fees	(175,407)	(177,380)
Net investment gains	422,384	873,201
Market value of listed investments as at 30 September 2020	44,178,051	43,941,341
Total investments held	44,178,051	43,941,341
Historical cost of listed investments as at 30 September 2020	40,190,362	40,715,439
Market value of listed investments comprises		
Fixed Income Fund*	3,404,987	3,071,903
UK Equities	5,614,164	8,708,638
Overseas Equities	18,952,497	16,482,560
Property	3,173,165	3,415,454
Others	915,162	708,578
Hedge Funds	1,650,050	2,434,830
Commodities	1,358,718	688,254
Multi-Asset Funds	5,230,717	5,611,939
Liquidity Fund	3,878,591	2,819,185
	44,178,051	43,941,341

\* Invested in both government and corporate bonds

The total annual fee paid to Cazenove for managing the portfolio was £173,377 (2019 – £176,753).

**13. Stocks**

	2020 £	2019 £
Memorabilia	58,952	59,152

**14. Debtors**

	Total 2020 £	Total 2019 £
Investment income due but not received	3,413	4,115
Prepayments	57,221	55,293
Grants due	–	200,000
Other debtors	5,480	31
	<b>66,114</b>	<b>259,439</b>

**15. Creditors: amounts falling due within one year**

	Total 2020 £	Total 2019 £
Fellowship grants outstanding	1,421,606	542,602
Churchill College bursaries	32,000	18,000
Deferred grant income	125,000	173,500
Other grant creditors	–	915
Other creditors and accruals	98,422	96,846
	<b>1,677,028</b>	<b>831,863</b>

**16. Creditors: amounts falling due after one year**

	Total 2020 £	Total 2019 £
Church House Corporation	–	202
Churchill College Bursaries	–	14,000
	<b>–</b>	<b>14,202</b>

**17. Analysis of net assets between funds**

	General £	Designated £	Restricted £	Endowment £	Total £
Fixed Assets	–	–	–	105,283	<b>105,283</b>
Investments	543,416	–	1,734,323	41,900,312	<b>44,178,051</b>
Current Assets	354,828	152,452	–	–	<b>507,280</b>
Creditors	(86,781)	–	(1,546,606)	(43,641)	<b>(1,677,028)</b>
<b>At 30.09.20</b>	<b>811,463</b>	<b>152,452</b>	<b>187,717</b>	<b>41,961,954</b>	<b>43,113,586</b>

Investments held in liquidity funds were £3,878,591 (2019 – £2,819,185).

**18. Fund movements**

	At 01.10.19 Total £	Income £	Expenditure £	Gains £	Transfer £	At 30.09.20 Total £
<b>Unrestricted Funds</b>						
General Fund	<b>699,707</b>	794,541	(1,630,785)	–	948,000	<b>811,463</b>
Designated Fund - Fellowships	<b>253,324</b>	–	(100,872)	–	–	<b>152,452</b>
<b>Total Unrestricted Funds</b>	<b>953,031</b>	<b>794,541</b>	<b>(1,731,657)</b>	<b>–</b>	<b>948,000</b>	<b>963,915</b>
<b>Restricted Funds</b>						
<b>Fellowship Funds</b>						
Chancellor's grant using Libor Funds	<b>269,992</b>	–	(131,140)	–	–	<b>138,852</b>
Churchill Fellows	–	4,524	(4,524)	–	–	–
The Jackson Foundation	–	10,000	(10,000)	–	–	–
The Lady Hind Trust	–	10,000	(10,000)	–	–	–
The Lloyd George Foundation	–	20,000	(19,960)	–	–	<b>40</b>
The Mercers' Company	–	100,000	(100,000)	–	–	–
The Michael Bishop Foundation	–	100,000	(100,000)	–	–	–
<b>Total Fellowship Funds</b>	<b>269,992</b>	<b>244,524</b>	<b>(375,624)</b>	<b>–</b>	<b>–</b>	<b>138,892</b>

**18. Fund movements** (continued)

	At 01.10.19 Total £	Income £	Expenditure £	Gains £	Transfer £	At 30.09.20 Total £
<b>Category Funds</b>						
The Burdett Trust for Nursing	–	50,000	(10,340)	–	–	<b>39,660</b>
The Childwick Trust	–	10,000	(10,000)	–	–	–
Dr Eddie Goldfinch CF	–	5,000	(5,000)	–	–	–
John Armitage Charitable Trust	–	54,000	(48,980)	–	–	<b>5,020</b>
The Rank Foundation	–	48,500	(48,500)	–	–	–
<b>Total Category Funds</b>	<b>–</b>	<b>167,500</b>	<b>(122,820)</b>	<b>–</b>	<b>–</b>	<b>44,680</b>
<b>Covid-19 Action Fund</b>						
The Augusta Charitable Foundation	–	50,000	(50,000)	–	–	–
Churchill Fellows and Individuals	–	2,122	(2,122)	–	–	–
The J Paul Getty Charitable Trust	–	5,000	(5,000)	–	–	–
The Oak Foundation	–	50,000	(50,000)	–	–	–
Sir Richard Vickers	–	2,500	(2,500)	–	–	–
<b>Total Covid-19 Action Fund</b>	<b>–</b>	<b>109,622</b>	<b>(109,622)</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Special Projects</b>						
The Hadley Trust	–	5,000	(855)	–	–	4,145
<b>Total Restricted Funds</b>	<b>269,992</b>	<b>526,646</b>	<b>(608,921)</b>	<b>–</b>	<b>–</b>	<b>187,717</b>
<b>Total Endowment Fund</b>	<b>42,660,947</b>	<b>–</b>	<b>(173,377)</b>	<b>422,384</b>	<b>(948,000)</b>	<b>41,961,954</b>
<b>At 30.09.20</b>	<b>43,883,970</b>	<b>1,321,187</b>	<b>(2,513,955)</b>	<b>422,384</b>	<b>–</b>	<b>43,113,586</b>

Designated Fund - Fellowships represents unrestricted donations and grants received during the 50th Anniversary Appeal and have been designated for the Activate Fund, a new grant initiative pilot. The first round of awards totalled £100,872 were granted during the year.

The transfer between the Endowment and Unrestricted Funds represents the difference between incoming resources received during the year (which include investment income, grants, and donations restricted to funding 2020 charitable activities) and the expenditure for the year that meets the Trustees' distribution policy.

*Restricted funds:*

Fellowship Funds represents monies received to fund the Fellowship programme and includes the funding of specific Fellowships and/or Fellowship categories. Category Funds represents monies received to fund specific categories events or activities. Covid-19 Action Fund represents monies received to fund specific grants awarded to Fellows' Covid-19 related projects. Special Project represents monies received to fund specific work related to the development of Fellowship categories.



**19. Operating lease commitments**

The charity's annual rental commitments on its premises with a break clause option in 2020 is £67,291 (2019 – £67,291). Rental commitments to end of the lease in December 2020 is £16,823. The Trustees have agreed and signed a new lease in December 2020 for five years with a break clause option after the second year. The gross rental commitments under the new lease is £77,945 per annum before taking into account of any rent free periods.

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	2020 £	2019 £
<b>Net movement in funds for the reporting period as per the SOFA</b>	(770,384)	164,362
Investment gains	(422,384)	(873,201)
Dividend income and deposit interest	(759,386)	(876,606)
Depreciation charge	19,903	20,565
<b>Movement in working capital</b>		
Decrease / (Increase) in stocks	200	(8,279)
Decrease / (Increase) in debtors	193,326	(14,264)
Increase in creditors	830,963	165,612
<b>Net cash flow used in operating activities</b>	<b>(907,762)</b>	<b>(1,421,811)</b>

**21. Analysis of cash and cash equivalents**

	As at 01.10.2019 £	Cash flows £	As at 30.09.2020 £
Cash at bank and in hand	346,568	35,647	382,215
	<b>346,568</b>	<b>35,647</b>	<b>382,215</b>

There were no transfers of cash to the investment portfolio during the year.

**22.a Statement of financial activities for the year ended 30 September 2019**

	Notes	Unrestricted Fund £	Restricted Fund £	Endowment Fund £	Total 2019 £	Total 2018 £
<b>Income and Endowment</b>						
Donations and Legacies	3a/c	49,736	566,278	–	616,014	1,092,346
Investments	4	876,606	–	–	876,606	995,601
Other	3b	8,056	–	–	8,056	17,527
<b>Total Income</b>		<b>934,398</b>	<b>566,279</b>	<b>–</b>	<b>1,500,676</b>	<b>2,105,474</b>
<b>Expenditure on</b>						
Charitable Activities:						
Grants payable	5	646,847	443,139	–	1,089,986	1,017,621
Grant programme and related support costs	6a	500,692	366,510	–	867,202	831,689
<b>Total cost of Charitable Activities</b>		<b>1,147,539</b>	<b>809,649</b>	<b>–</b>	<b>1,957,188</b>	<b>1,849,310</b>
<b>Costs of Raising Funds</b>						
Fundraising Costs		75,574	–	–	75,574	58,991
Investment Management Costs		–	–	176,753	176,753	181,721
<b>Total cost of Raising Funds</b>		<b>75,574</b>	<b>–</b>	<b>176,753</b>	<b>252,327</b>	<b>240,712</b>
<b>Total Expenditure</b>		<b>1,223,113</b>	<b>809,649</b>	<b>176,753</b>	<b>2,209,515</b>	<b>2,090,022</b>
<b>Net investment gains</b>	10	<b>–</b>	<b>–</b>	<b>873,202</b>	<b>873,201</b>	<b>1,262,095</b>
Net income/(expenditure)		(288,715)	(243,371)	696,448	164,362	1,277,547
Net movement in funds		(288,715)	(243,371)	696,448	164,362	1,277,547
<b>Total funds brought forward</b>	18	<b>1,241,746</b>	<b>513,363</b>	<b>41,964,499</b>	<b>43,719,608</b>	<b>42,442,061</b>
<b>Total funds carried forward</b>		<b>953,031</b>	<b>269,992</b>	<b>42,660,947</b>	<b>43,883,970</b>	<b>43,719,608</b>

The above Statement of Financial Activities includes all recognised gains and losses. All activities giving rise to such gains and losses are continuing.

**22.b Analysis of Net Assets Between Funds 2019**

	General £	Designated £	Restricted £	Endowment £	Total £
Fixed Assets	–	–	–	123,535	<b>123,535</b>
Investments	372,164	–	986,094	42,583,083	<b>43,941,341</b>
Current Assets	411,835	253,324	–	–	<b>665,159</b>
Creditors	(84,292)	–	(716,102)	(45,671)	<b>(846,065)</b>
<b>At 30.09.19</b>	<b>699,707</b>	<b>253,324</b>	<b>269,992</b>	<b>42,660,947</b>	<b>43,883,970</b>

**22.c Fund movements 2019**

Designated Fund - Fellowships represents unrestricted donations and grants received during the 50th Anniversary Appeal and have been designated for the Activate Fund, a new grant initiative pilot. It is anticipated this would be incurred over a period of approximately three years.

The transfer between the Endowment and Unrestricted Funds represents cash reinvested in the Endowment liquidity funds.

*Restricted funds:*

Fellowship Funds represents monies received to fund the Fellowship programme and includes the funding of specific Fellowships and/or Fellowship categories.

Category Funds represents monies received to fund specific categories events or activities.

Post Travel Grants represent monies received to fund grants awarded to Fellows following the completion of their Fellowship and for the purpose of sharing their learnings.

**22.d Fund movements 2019**

	At 01.10.18 Total £	Income £	Expenditure £	Gains £	Transfers £	At 30.09.19 Total £
<b>Unrestricted Funds</b>						
General Fund	<b>988,422</b>	934,398	(1,223,113)	–	–	<b>699,707</b>
Designated Fund –Fellowships	<b>253,324</b>	–	–	–	–	<b>253,324</b>
<b>Total Unrestricted Funds</b>	<b>1,241,746</b>	<b>1,600,638</b>	<b>(1,223,113)</b>	<b>–</b>	<b>–</b>	<b>953,031</b>
<b>Restricted Funds</b>						
<b>Fellowship Funds</b>						
Chancellor's grant using LIBOR Funds	<b>478,363</b>	–	(208,371)	–	–	<b>269,992</b>
The Michael Bishop Foundation	–	100,000	(100,000)	–	–	–
Churchill Fellows	–	1,538	(1,538)	–	–	–
The Lady Hind Trust	–	10,000	(10,000)	–	–	–
The Frank Jackson Foundation	–	9,000	(9,000)	–	–	–
The Lloyd George Foundation	–	20,000	(20,000)	–	–	–
The Oak Foundation	–	200,000	(200,000)	–	–	–
Linbury Trust	–	64,750	(64,750)	–	–	–
<b>Total Fellowship Funds</b>	<b>478,363</b>	<b>405,288</b>	<b>(613,659)</b>	<b>–</b>	<b>–</b>	<b>269,992</b>
<b>Category Funds</b>						
Burdett Trust for Nursing	–	47,000	(47,000)	–	–	–
John Armitage Charitable Trust	–	54,000	(54,000)	–	–	–
DLA Piper	<b>10,000</b>	–	(10,000)	–	–	–
Mr Björn Savén	<b>25,000</b>	–	(25,000)	–	–	–
The Rank Foundation	–	59,990	(59,990)	–	–	–
<b>Total Category Funds</b>	<b>35,000</b>	<b>202,510</b>	<b>(167,510)</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Restricted Funds</b>	<b>513,363</b>	<b>566,278</b>	<b>(809,649)</b>	<b>–</b>	<b>–</b>	<b>269,992</b>
<b>Total Endowment Fund</b>	<b>41,964,499</b>	<b>–</b>	<b>(173,753)</b>	<b>873,201</b>	<b>–</b>	<b>42,660,947</b>
<b>At 30.09.19</b>	<b>43,719,608</b>	<b>1,500,676</b>	<b>(2,209,515)</b>	<b>873,201</b>	<b>–</b>	<b>43,883,970</b>

**23. Subsequent events**

The Covid-19 outbreak has impacted the 2020 Fellowship programme where travelling by Fellows is suspended until further notice

The 2021 programme has been cancelled while attention is focused on the Activate Fund and the Covid-19 Action Fund. Plans for the 2022 programme are currently being formulated by management and are under active review by the Trustees.

# Acknowledgement of support

## Acknowledgements

# Acknowledgement of support for the Churchill Fellowship

### Donors and funding partners

The Trustees of the Fellowship would like to thank all those who have generously supported the charity and the Fellowships, including those who wish to remain anonymous. In 2020 our work was supported by contributions from these generous donors:

Elizabeth Bennet	The Augusta Charitable Trust
John Bodie OBE	The Burdett Trust for Nursing
Randolph Churchill	The Childwick Trust
Geoffrey Cole	The Frank Jackson Foundation
Nigel Dale	The Hadley Trust
Peter Dawkins	HM Treasury – The LIBOR Fund
Hugh Holmes	The J Paul Getty Jnr Charitable Trust
C K Patey and C Patey	The John Armitage Charitable Fund
Elizabeth Knight	The Lady Hind Trust
P A Morton	The Linbury Trust
Sir Charles Nunnely	The Lloyd George Foundation
Brendan Rose	The Mercers’ Charitable Foundation
M S Clark Bodie	The Michael Bishop Foundation
Gwendoline Tutt	The Oak Foundation
Sir Richard Vickers	The Plymouth Crownhill Widey Townswomen’s Guild
	The Rank Foundation

# Fellows’ support for the Churchill Fellowship

The Trustees would like to thank all Fellows who have supported the Fellowship through their generous donations. In 2020 we received support from:

Dr Stuart Aitken	Alison O’Neal
Susan Bain	Joanne Parker
Audrey Bainbridge	Maureen Pearce
Lisa Baum	Dr Anthony Pittaway
Judith Boxall	Karen Pollock
Vyvian Bronk	Liz Postlethwaite
Tony Charalambides	Catriona Prebble
Prof Francis Creed	Dr Fionnuala Quinn
David Dotting	Marty Reid
Dr Victoria Edwards	Graham Roberts
Sarah Frost	Juliet Robertson
Edward Goldfinch	David Shreeves
David Hall	Dr Grace Sim
Neal Hockley	Margaret Sloan
Dr Alan Jones	Leslie Smith
Gary Kass	Mark Southgate
Adrian Locke	Prof William Tancred
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Dr Catriona Mayland Joanne	Richard Willis
McPeake	Peter Winfield
Dr K Melissa Hardie-Budden	Rosemary Wise
Timothy Miall	Charles Wood
Karen Neale	Dr Tom Ziessen

# Knowledge partners

The Trustees would like to thank all partner organisations who contribute their expertise and knowledge in support of the Fellowships. In 2020 we received support from:

- The British Council
- Marie Curie
- The Mental Health Foundation
- The Prince’s Countryside Fund
- The Royal College of Nursing
- Samaritans
- ukactive

# Donations in kind

The Trustees would like to thank all those who generously dedicate their time to the Churchill Fellowship. In particular, they would like to acknowledge all members of the Advisory Council, who are pivotal in the selection of award categories and Churchill Fellows.



“

**My Fellowship had a profound impact on me personally and professionally. It took my understanding of my topic way beyond my previous understanding and opened my mind to a range of other issues I had not considered. The knowledge and experience I gained have developed my ability to bring about change and transformation. I am a different person as a result of my Fellowship. I am a different professional as a result of my Fellowship.**

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