

Registered Charity Number: 511868  
Company number: 01568571

**Three Counties Agricultural Society  
(a company limited by guarantee)**

**Annual Report and Financial Statements**

**For the year ended 30 November 2016**



**THREE COUNTIES AGRICULTURAL SOCIETY**  
**REPORTS AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2016**

---

**Contents**

	<b>Page</b>
<b>Annual Report of the Trustees</b>	<b>1 - 11</b>
<b>Independent Auditor's Report</b>	<b>12 - 13</b>
<b>Consolidated Statement of Financial Activities</b>	<b>14</b>
<b>Charity and Consolidated Balance Sheets</b>	<b>15</b>
<b>Consolidated Cashflow Statement</b>	<b>16</b>
<b>Notes to the Financial Statements</b>	<b>17 – 26</b>

# **THREE COUNTIES AGRICULTURAL SOCIETY**

## **ANNUAL REPORT OF THE TRUSTEES FOR THE YEAR ENDED 30 NOVEMBER 2016**

---

### **THE BOARD**

The Board of Trustees (who are the trustees of the Society for the purposes of charity law and the directors of the company for the purposes of company law) of the Three Counties Agricultural Society ("the Society") present their annual report for the year ended 30 November 2016 prepared in accordance with section 415A of the Companies Act 2006 relating to small entities, and the Charities Act 2011, together with the audited financial statements for that year.

### **REFERENCE AND ADMINISTRATIVE DETAILS**

The Three Counties Agricultural Society is a registered Charity (No. 511868) and a company (No. 01568571) limited by membership guarantees. Its principal address and registered office is shown on page 9.

The Members of the Board, which includes the present trustees, and any past trustees who served during the year, are given on page 9, together with the name of the Chief Executive. The President and Vice-Presidents and external advisers of the Society are as set out on pages 9 to 11.

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

The Society is governed by its Memorandum adopted on 12 May 1981 and last amended on 30 May 2008 and Articles of Association adopted on 28 October 1992 and last amended on 24 November 2005.

Under the amended Articles of Association adopted on 24 November 2005, the number of trustees is a maximum of twelve and the Council members a maximum of forty five. The Board is responsible for the overall governance of the Society. Trustees are either elected or co-opted and the total number of trustees may not exceed twelve. Nine trustees are elected directly by Council and three may be co-opted by the Board of Trustees. Elected trustees may remain in office for three years but may not serve more than three consecutive full terms. Co-opted trustees are appointed by the Board of Trustees and may serve for up to two terms of three years or on other terms determined by the Board at the time of their co-option.

Effective partnership between trustees and staff continues to contribute significantly to our success. To increase the effectiveness of the trustees' roles and responsibilities, each has portfolio interests which require an understanding and a responsibility for specific aspects of the Society's work. Trustees are required to meet at least five times a year. Apart from the AGM, these meetings include four Board meetings where trustees review strategy and operational/investment performance and set operating plans and budgets. New trustees receive an induction pack containing everything they need to know about the Society and its work for effective and informed decision-making, and trustee-training sessions for the whole Board are held annually as directed by professional advisers. Additional strategic reviews are held as and when needed for any other purpose.

Key Management Personnel for the Society are outlined on page 10. Remuneration is set by the Remuneration Committee, which is appointed by the Board of Trustees. The Remuneration Committee meets annually and includes Chairman of the Board of Trustees, Chairman of Council and a County Director. Its role is to approve staff bonuses and remuneration for the forthcoming year, with the objective of encouraging enhanced performance and rewarding fairly and responsibly individual contributions to the charity's success.

The Board delegates the exercise of certain powers in connection with the management and administration of the Society as set out below. This is controlled by requiring regular reporting back to the Board so that all decisions made under delegated powers can be ratified by the full Board in due course.

### **RISK AND AUDIT REVIEW COMMITTEE**

The Risk and Audit Review Committee is a committee of the Council whose purpose is to advise the Board on risk management and internal control and act as an independent review mechanism for the preparation and audit of the annual financial statements.

The committee is formed of up to three individuals, at least two of whom shall be Council members and all of whom will be independent of the Board of Trustees. One of these shall be Chairman of the committee.

# **THREE COUNTIES AGRICULTURAL SOCIETY**

## **ANNUAL REPORT OF THE TRUSTEES (CONTINUED)**

**FOR THE YEAR ENDED 30 NOVEMBER 2016**

---

The committee has introduced a formal risk management process to assess business risks and implement risk management strategies. This has involved identifying the types of risks the Society faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the committee has reviewed the adequacy of the Society's current internal controls and the costs of operating particular controls relative to the benefits obtained. Procedures have been established for reporting failings immediately to appropriate levels of management and to the Board of Trustees.

The Board confirms that the major risks, to which the Society is exposed, as identified by the committee, have been reviewed and systems have been established to mitigate those risks.

### **CHIEF EXECUTIVE**

The Chief Executive is responsible for the day to day management of the Society's affairs and for implementing policies agreed by the Board of Trustees. The Chief Executive is assisted by a team of senior managers.

### **GROUP STRUCTURE**

The Society has a wholly owned subsidiary, T.C.A. Trading Limited. The subsidiary carries out trading activities to raise funds for donating to the Society under Gift Aid, and during the financial year made an operating profit of £488k (2015: £360k) all of which has been covenanted to the Society.

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

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

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company/group for that period. In preparing these financial statements, the Trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

So far as each of the trustees is aware at the time the report is approved:

- there is no relevant audit information of which the auditor is unaware, and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### CORPORATE GOVERNANCE

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the executive management and the Board.

The systems of internal control are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

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

### OBJECTS, OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE SOCIETY

The Memorandum of Association reflects the activities of the Society and incorporates the Charity Commission's GD1 model clause on trustees' benefits. The following is an extract from the Society's Memorandum of Association:

"The Society's primary object is to promote agriculture, horticulture, arboriculture, apiculture, forestry, rural crafts and skills and conservation for the public benefit, and in particular, but not exclusively, by

- holding demonstrations of modern agricultural methods and processes;
- holding shows for the exhibition of agriculture, livestock, poultry, animal husbandry, farm and horticultural produce and forestry, and for the demonstration of agricultural and horticultural methods and processes, rural crafts and skills, machinery, vehicles, domestic goods, implements, tools and appliances, animal feed stuffs, fertilisers, seeds and other items appertaining or ancillary to agriculture, horticulture or any allied industry."

Each year the Society sets objectives which not only address the strategic objectives contained in the Memorandum but include tactical and operational objectives. The objectives for 2016, the Society's achievements against those objectives and the objectives for 2017 are discussed under the heading of Achievements and Performance, set out below.

Our vision is to be the regional centre within the Three Counties dedicated to the promotion of agriculture, horticulture and arboriculture through public and trade shows and through direct/indirect education programmes.

### PUBLIC BENEFIT

As a charitable trust, the Society seeks to benefit the public through its stated aims which are shown in the Objects, Objectives and Principal Activities of the Society section of this report.

In furtherance of these aims the directors, as charity trustees, have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant subsector guidance concerning the operation of the Public Benefit requirement under the Act.

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### ACHIEVEMENTS AND PERFORMANCE

The Society's key charitable objectives are inextricably linked to the three major agricultural and horticultural shows, to CountryTastic which educates and entertains children and to the Farming Conference which disseminates relevant information to the farming and allied communities. These activities are supplemented through activities in Langdale Wood, the Perry Pear collection and the Environmental Lake.

In addition, each year the Society sets specific objectives for the following twelve months and those objectives together with performance against those objectives are shown below:

### OBJECTIVES FOR 2016

- 1. Continue to invest in the Royal Three Counties Show so as to maintain its standing as the premier agricultural show in the UK and one of the largest livestock shows.**

This show continues to justify its consent to use Royal in the title by Her Majesty the Queen. Its reputation attracted the highest livestock attendance of any County Show in the Country plus the renowned Burke Trophies for beef and dairy, 51 Horse of the Year qualifying classes and many breed societies national shows. The first day was honoured by the presence of HRH The Princess Royal who is Patron of the show, and the prestigious King's Troop Royal Horse Artillery performed every day in the main arena.

The weather was kind which is always linked to visitor attendance which reached 90,000. This show remains popular with breeders, producers, traders and rural organisations, who once again attended in large numbers because they recognise the show as the ideal place to network, socialise and do business.

- 2. Promote British agriculture, horticulture, arboriculture, apiculture, forestry and rural affairs through the Society's shows and activities.**

The Society's shows go far beyond promoting just its objectives appealing to a wide range of visitor interests whilst maintaining a clear difference in show content between shows.

Food has become an important feature of our shows and as a popular lifestyle attraction. Evidence shows that it appeals to a younger age group than those usually profiled at our shows particularly the RHS Malvern Spring Festival. The food hall and artisan market promotes local providers where they sell their produce. Food concessions are encouraged to offer food which qualifies for the Red Tractor approval mark.

- 3. Grow the Society's income through commercial initiatives.**

The Society's commercial activities are managed by its commercial department formed in 2013. Results since this time have increased year on year and once again in 2016 are the highest on record. Of particular note is the increase in sponsorship for the Societies events. Major sponsors new to the Society included: Listers, Regent Seven Seas Cruises, Haygrove, Farm 491, Euroheat, Agri and CANNA.

Lettings of the showground by third parties who stage their own events increased significantly. This can be attributed partly to the newly appointed Venue Hire Co-ordinator and also the improved standard of showground facilities.

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### **4. Establish a showground development plan that supports all society activities and contributes towards protecting the future of the Society.**

Phase one of the Showground Development Plan was completed during this year which included the removal of asbestos and replacement of the steel cladding to the Society's most major livestock event building called Wye Hall. This has already generated new and repeat bookings for hire.

As part of the overnight accommodation strategy a planning application for the development of accommodation lodges within the Society's woodland area was prepared during this year.

### **5. Continue to invest in the showground through a programme of repairs and maintenance increasing the quality and standard of facilities.**

The increase in third party events resulted in greater wear and tear of showground facilities, and a need to increase the investment in planned maintenance and rapid repair in order to keep pace with competitor venues and ensure clients and visitors had a quality experience. During the year just over £160k was invested in repairs and maintenance in order to continue to improve the high standards of infrastructure and equipment and overall appearance of the showground.

A further major capital project was the re-cladding of Wye Hall, removing the asbestos and replacing it with coated steel at a cost of £468k. Other capital investments included the installation of fibre optic cabling and enhanced CCTV coverage.

### **6. Maintain positive operational cash flow at all times.**

Positive cash flow was maintained throughout the year (defined as earnings before interest, tax, depreciation and adjustments) totalling £637k (2015: £576k).

### **7. Review the Society's Educational programme and establish and implement a plan which is in line with the Society's overall objectives and of which the Society can be proud.**

The Society delivers the majority of its education programmes through its own shows with CountryTastic focusing on children aged 4 to 10 and introduces them and their parents to the world of food and farming. The Society regards its function of Education as being of great importance and during this year implemented an audit of education activities delivered through its shows. This revealed programmes of the highest quality but also the need for improvement in some areas of delivery. The Society has therefore appointed a full time, qualified and experienced Education Executive who will lead the Society in all educational programmes. Furthermore an Education Committee has been newly formed and is to be chaired by the Society's former Shows Chairman.

This year over 10,000 visitors attended CountryTastic which is the biggest attendance on record.

A special promotion was made to schools to attend the Royal Three Counties Show free of charge on the first day of the show. Over 3,500 children attended and many followed structured trails where they learned about farming and the countryside.

This was the first year that the Scouting community have attended the Royal Three Counties Show with the introduction of a 'Royal Three Counties Show Badge', which was achieved by approximately 400 participants. Known as an 'occasional badge', this means the award lasts for 1 year and can be renewed by visiting the Show annually to take part again. Early indications are that this is already proving popular for next year.

### **8. Maintain and develop the Society's processes regarding risk management.**

The Society's Risk and Audit Review Committee is responsible for reviewing potential major risks to the Society. During this year the Committee reviewed and updated the Society's risk register, recommended a staff succession plan for key positions and recommended that the Board produce and implement an anti-corruption policy for staff and Council Members.

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

**9. Continue to communicate with the Society's neighbours and maintain good relations at all times.**

The Chief Executive regularly attends meetings of neighbouring Parish Councils to update on activities at the showground and hear any issues. Also an annual meeting is held at the showground where neighbourhood groups environment agencies and parish councils are invited where they can express any concerns.

**10. Expand the Society's knowledge and good practices relating to the environment and sustainability.**

The Society retained its ISO 14001 accreditation following the annual assessment.

A close working relationship continues with the Malvern Hills Area of Outstanding Natural Beauty Partnership (AONB) and several new projects were completed under the jointly agreed landscape development plan. These projects included: consultation on the colour palette for showground buildings, fences etc., restocking the trees in the Society's apple orchard with traditional varieties, replacing the hedgerow along the North car park with traditional hedging and replacing entrance gates at the recommendation of the AONB. We continue to work closely with them.

**11. Improve the quality of human resources through effective recruitment, training and communication, and a programme of succession planning.**

In recent years staff appointments have been made with succession planning in mind. This year this proved beneficial following the departure of the Financial Controller and the promotion of his recently appointed understudy to the position of Finance Manager. A further quality appointment was made to the position of Finance Co-ordinator.

Over the past three years great effort has gone in to developing the RHS Malvern Spring Festival to rectify several years of decline. Now more popular than ever with attendance up by 30% a new Head of Show was appointed with the sole responsibility of leading the event and firmly establishing it as the best horticultural show in the South West and Midlands region.

An increase in bookings of showground facilities resulted in the appointment of a part time position as Venue Hire Co-ordinator. Following this appointment bookings have continued to increase.

The Sponsorship Account Manager recently completed a National Diploma in Sponsorship Management, the Head of Operations completed part of a National Diploma in Health and Safety and 'tool box' training was given to all estate staff.



# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### OBJECTIVES FOR 2017

The objectives for 2017, together with the strategies to achieve those objectives, are set out below:

1. Devise and implement a strategy to maintain the Royal Three Counties Show as one of the best agricultural shows in the UK regarding livestock and content;
2. Through the Society's shows promote British agriculture, horticulture, arboriculture, apiculture, forestry and rural affairs to the full. Establish and operate a comprehensive educational programme for all age groups which promotes the objectives of the Society and of which the Society can be proud;
3. Explore new commercial initiatives to increase the Society's income and protect its future;
4. Progress the Showground Development plan to improve the attractiveness of the showground to new and existing users and protect the longevity of the Society;
5. Increase the quality and standard of the showground and its facilities through a programme of repairs and maintenance;
6. Always maintain positive operational cash flow;
7. Develop the Society's processes for determining, assessing and safeguarding against potential risk;
8. Communicate and maintain good relations at all times with the Society's neighbours;
9. Grow the awareness and understanding of good practice relating to environmental and sustainability matters;
10. Increase the effectiveness of personnel through continuous training and communication;
11. Continue to raise the Society's profile in the Three Counties and the wider community.

### STRATEGIES FOR ACHIEVING OBJECTIVES

The objectives will be developed through the use of the following strategies:

- A. The Society's Shows including CountryTastic, RHS Malvern Spring Festival, Royal Three Counties Show, Malvern Autumn Show and the Three Counties Farming Conference will continue to provide a platform to display best practice in agriculture, horticulture, arboriculture, apiculture, locally produced food, the countryside and the rural economy to all who attend.
- B. Our communications with internal and external stakeholders relating to every aspect of the Society will continue through an effective flow of information.
- C. The commercial function of the Society will continue to develop to realise the potential of the Society's revenue opportunities in relation to attendance at shows, sponsorship, hospitality, venue hire, membership and other related income streams.
- D. A comprehensive Education Strategy produced by a recently formed Education Committee and newly appointed full time Education Executive will focus our delivery of agricultural and horticultural based education and community programmes.
- E. Good relations will be maintained with local community groups through regular consultation and engagement.
- F. The Society will focus its effort on delivering its showground development programme to develop facilities on the showground and continue running an effective maintenance and repair programme so as to maintain high standards at all times.
- G. The staff is regarded as a key asset of the Society. The Society will continue its good practice regarding the recruitment, training, communication and good management of staff with a view to maintaining a motivated team.

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The main source of funding for the Society is ticket income for agricultural and horticultural shows. During the year income for this totalled £1,976k (2015: £1,674k) making up 36% (2015 - 34%) of total income.

The Statement of Financial Activities (SoFA), set out on page 14, shows that total incoming resources increased by 10.7% to £5,529k and expenditure on charitable activities increased by 11.8% to £4,126k. Total resources expended amounted to £5,264k (2015: £4,824k) resulting in a net surplus for the year before gains/(losses) on investments of £265k (2015: *Surplus £171k*). This resulted in total funds carried forward increasing by £345k to £4,614k (2015: *increasing by £148k to £4,269k*).

### T.C.A. Trading Limited

The wholly-owned trading subsidiary enjoyed another successful year attracting additional events to the showground. Most annual events returned to the showground and several attracted greater rentals.

During 2016, all of the group's remaining sponsorship activity was transferred to the trading subsidiary, resulting in revenue for the company increasing by 7.8% to £1,336k. (2015: £1,239k). The company undertakes the trading activities of the Society and generated a profit of £488k (2015: £360k). The full profit has been donated to the Society under the provisions of Gift Aid.

### FINANCIAL MANAGEMENT POLICIES

#### Reserves Policy

Each year the Board considers the Society's exposure to major risks in terms of their likely impact on its income sources and planned expenditure in the short term. As a matter of policy, the trustees review the value of the reserves retained in the form of investments.

The major risks to The Society are a decline in revenues from the major shows through inclement weather, a general downturn or change in economic conditions or Foot and Mouth or equivalent disease. In addition, the trading subsidiary is vulnerable to the same underlying economic circumstances.

Following this review, the trustees believe it is appropriate to hold in the investment portfolio sufficient holdings to allow the Society to be run efficiently, in order to provide a buffer against the short notice cancellation of a major show, to fund fixed capital renewals and maintenance to the Showground and provide between 6 and 12 months resource expended on administration and governance costs of the Society.

The Society is currently operating in line with its outlined policy. Total reserves at the year-end were £4,614k (2015: £4,269k). Of these, £3,000 were restricted at the year-end (2015: *£Nil*). This is disclosed in note 14.

#### Investment Policy and performance

During 2014 and 2015 The Society invested a sum total of £709k in a managed investment portfolio with a cautious to medium risk profile. As at the balance sheet date, the portfolio is now valued at £795k. The difficult market conditions in the later part of 2015 and early part of 2016 have been eradicated by positive gains made following the National referendum on membership of the EU. Following a recent review with the fund managers the trustees remain satisfied that this remains an appropriate vehicle for the Society.

### EMPLOYEES

The Society aims to be an organisation where employees enjoy a sense of fulfilment and where they feel supported and developed. Employees are kept fully informed about its strategy and objectives, as well as day-to-day news and events. Information about the organisation is available through regular briefings and post show meetings. All employees are encouraged to give their suggestions and views on performance and strategy. The Society continues to follow a policy of recruitment and promotion on the basis of aptitude and ability without discrimination.

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### PENSIONS

The Society operates a contributory defined contribution pension scheme in which all permanent employees are entitled to participate, together with a Workplace Pension for the appropriate employees.

### RELATED PARTY TRANSACTIONS

The related party transactions are included in note 16 to these financial statements.

### REFERENCE AND ADMINISTRATIVE INFORMATION:

#### PRINCIPLE ADDRESS AND REGISTERED OFFICE

The Showground  
Malvern  
Worcestershire  
WR13 6NW

#### SECRETARY

Ken Nottage

#### PRESIDENT

Philip Dunne M.P. (until 30 November 2016)  
Robert Bernays OBE DL (appointed 1 December 2016)

#### VICE PRESIDENTS

Roger Phillips  
Tania Phillips  
Helen Smalley

#### CHIEF EXECUTIVE

Ken Nottage

#### MEMBERS OF THE BOARD

Chris Bailey (Chairman)  
Michael Blandford  
Richard Bradstock  
Lindsey Craddock (County Director)  
Patrick Downes (County Director)  
Roger Head OBE DL (appointed 1 December 2016)  
Adrian Hope (County Director)  
Cathryn Morris  
David Owens  
David Smart (appointed 1 December 2016)  
Michael Warner  
Michael Weaver

#### AUDIT COMMITTEE

David Hall (resigned 30 November 2016)  
Ruth Goodman (appointed 1 December 2016)  
Chris Lloyd  
Mark Tufnell (Chairman)

#### MEMBERS OF COUNCIL

Chris Bailey  
Jo Beswick  
Michael Blandford (Chairman)  
Richard Bradstock  
Philip Burford  
Alex Burgess  
Lindsey Craddock  
Clive Davies

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### MEMBERS OF COUNCIL (Continued)

Patrick Downes  
Ruth Goodman  
David Hall (retired 30 November 2016)  
Laura Hamilton  
Francis Harcombe  
John Harper  
Maurice Hart  
James Hawkins  
Dene Hazelwood  
Roger Head  
Adrian Hope  
Martin Hoskins  
Arthur Hurran  
Chris Lloyd  
Richard Lutwyche  
Henry Marfell  
Glyn Morgan  
Cate Morris  
Barbara Norman  
David Owens  
Robin Pearce  
Roger Phillips  
Roy Phillips (retired 30 November 2016)  
Tania Phillips  
Andrew Powers (elected 1 December 2016)  
Judy Proger  
Henry Robinson (elected 1 December 2016)  
William Quan  
Clive Roads  
Helen Smalley  
Rodney Smallwood (retired 30 November 2016)  
David Smart  
Chris Southgate  
Mark Tufnell  
Michael Warner  
Graham Watkins  
Dermot Weaver  
Michael Weaver

### KEY MANAGEMENT PERSONNEL

Paul Butler – Head of Ticketing  
Roger Collcott – Financial Controller (resigned 30 April 2016)  
David Fenwick – Head of Finance (appointed 1 May 2016)  
Suzy Hillier – Head of Commercial  
Ken Nottage – Chief Executive  
Doreen Smillie – Shows Manager (resigned 30 November 2016)  
Di Walton – Head of Shows (appointed 1 December 2016)  
John Wilesmith – Head of Operations

# THREE COUNTIES AGRICULTURAL SOCIETY

## ANNUAL REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### PRINCIPAL PROFESSIONAL ADVISERS

#### Independent Auditor

Crowe Clark Whitehill LLP  
Statutory Auditor  
Carrick House  
Lypiatt Road  
Cheltenham  
Gloucestershire  
GL50 2QJ

#### Principal Bankers

National Westminster Bank plc  
30 Church Street  
Malvern  
Worcestershire  
WR14 2AY

#### Solicitors

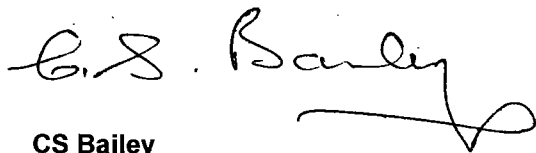
Harrison Clark Rickerbys  
Ellenborough House  
Wellington Street  
Cheltenham  
Gloucestershire  
GL50 1YD

#### Investment Managers

Rathbone Investment Management Limited  
Port of Liverpool Building  
Pier Head  
Liverpool  
L3 1NW

The report of the trustees has been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies.

This report was approved by the Board on 2 March 2017 and signed on their behalf.



**CS Bailey**  
**Chairman**

# THREE COUNTIES AGRICULTURAL SOCIETY

---

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THREE COUNTIES AGRICULTURAL SOCIETY FOR THE YEAR ENDED 30 NOVEMBER 2016

---

We have audited the financial statements of Three Counties Agricultural Society Limited for the year ended 30 November 2016 which comprise the Consolidated Statement of Financial Activities, the Charity and Consolidated Balance Sheets, the Consolidated Cashflow Statement and the related notes numbered 1 to 19.

The financial reporting framework that has been applied in their preparation is applicable law and FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the charitable company's trustees as a body in accordance with section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of Trustees and auditor**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 30 November 2016 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

# THREE COUNTIES AGRICULTURAL SOCIETY

---

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THREE COUNTIES AGRICULTURAL SOCIETY (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2016

---

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees Annual Report.



Guy Biggin  
Senior Statutory Auditor  
For and on behalf of  
**Crowe Clark Whitehill LLP**  
Statutory Auditor

Carrick House  
Lypiatt Road  
Cheltenham  
Gloucestershire  
GL50 2QJ

Date: 27 April 2017

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**THREE COUNTIES AGRICULTURAL SOCIETY**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating an Income and Expenditure Account)  
**FOR THE YEAR ENDED 30 NOVEMBER 2016**

		<b>Unrestricted Funds £000</b>	<b>Total Funds 2016 £000</b>	<i>Total Funds 2015 £000</i>
	<b>Note</b>			
<b>INCOME FROM</b>				
<b>Charitable activities</b>				
Agricultural and horticultural shows		<b>3,838</b>	<b>3,838</b>	3,453
<b>Other trading activities</b>				
Fundraising events		<b>333</b>	<b>333</b>	281
Trading subsidiary income	<b>3</b>	<b>1,336</b>	<b>1,336</b>	1,239
Investments	<b>4</b>	<b>22</b>	<b>22</b>	22
<b>Total</b>		<b>5,529</b>	<b>5,529</b>	4,995
<b>EXPENDITURE ON</b>				
<b>Charitable activities</b>				
Agricultural and horticultural shows	<b>6</b>	<b>4,126</b>	<b>4,126</b>	3,690
<b>Other</b>				
Fundraising events	<b>6</b>	<b>285</b>	<b>285</b>	249
Trading subsidiary expenditure	<b>6</b>	<b>848</b>	<b>848</b>	880
Investment management costs	<b>6</b>	<b>5</b>	<b>5</b>	5
<b>Total</b>		<b>5,264</b>	<b>5,264</b>	4,824
Net gains (losses) on investments		<b>80</b>	<b>80</b>	(23)
<b>Net income</b>		<b>345</b>	<b>345</b>	148
<b>RECONCILIATION OF FUNDS</b>				
<i>Total funds brought forward at 1 December 2015</i>	<b>14</b>	<b>4,269</b>	<b>4,269</b>	4,121
<b>TOTAL FUNDS CARRIED FORWARD AT 30 NOVEMBER 2016</b>	<b>14</b>	<b>4,614</b>	<b>4,614</b>	4,269

All amounts relate to continuing operations. The notes on pages 17 to 26 form part of these financial statements.

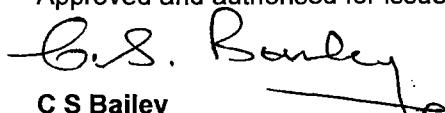


**THREE COUNTIES AGRICULTURAL SOCIETY  
CHARITY AND CONSOLIDATED BALANCE SHEETS  
AS AT 30 NOVEMBER 2016  
COMPANY NUMBER: 01568571**

	Notes	GROUP		CHARITY	
		2016 £000	2015 £000	2016 £000	2015 £000
<b>FIXED ASSETS</b>					
Tangible assets	9	3,030	2,865	3,030	2,865
Investments	10	797	706	797	706
		<u>3,827</u>	<u>3,571</u>	<u>3,827</u>	<u>3,571</u>
<b>CURRENT ASSETS</b>					
Debtors	11	234	352	224	378
Cash at bank and in hand		1,097	1,034	1,063	978
		<u>1,331</u>	<u>1,386</u>	<u>1,287</u>	<u>1,356</u>
<b>CREDITORS:</b> Amounts falling due within one year	12	(544)	(688)	(502)	(660)
<b>NET CURRENT ASSETS</b>		<u>787</u>	<u>698</u>	<u>785</u>	<u>696</u>
<b>NET ASSETS</b>		<u>4,614</u>	<u>4,269</u>	<u>4,612</u>	<u>4,267</u>
<b>FUNDS</b>					
Restricted Funds	14	4,612	4,267	4,612	4,267
Unrestricted funds	14	2	2	-	-
<b>TOTAL FUNDS</b>		<u>4,614</u>	<u>4,269</u>	<u>4,612</u>	<u>4,267</u>

The Financial Statements are prepared in accordance with the special provisions of part 15 of the Companies Act relating to small companies.

Approved and authorised for issue by the Trustees on 2 March 2017 and signed on their behalf by

  
**C S Bailey**  
Chairman

The notes on pages 17 to 26 form part of these financial statements.

**THREE COUNTIES AGRICULTURAL SOCIETY  
CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

	Note	2016 £000	2015 £000
<b>Net cash inflow from operations</b>	<b>i</b>	<b>611</b>	<b>689</b>
Net cash provided by operating activities			
<b>Cash flows from investing activities</b>			
Dividends and interest from investments		22	22
Purchase of property, plant and equipment		(559)	(363)
Proceeds from sale of investments		101	-
Purchase of investments		(112)	(212)
Net cash (used in) investing activities		(548)	(553)
Change in cash and cash equivalents in the reporting period		63	136
Cash and cash equivalents at 1 December 2015		1,034	898
Cash and cash equivalents at 30 November 2016	<b>ii</b>	<b>1,097</b>	<b>1,034</b>

i) Reconciliation of net income to net cash flow from operating activities:

	2016 £000	2015 £000
Net incoming resources	345	148
<b>Adjustments for:</b>		
Depreciation charge	394	398
(Gains)/losses on investments	(80)	23
Dividends and interest from investments	(22)	(22)
Decrease/(Increase) in debtors	118	(155)
(Decrease)/increase in creditors	(144)	297
	611	689

ii) Analysis of cash and cash equivalents:

	2016 £000	2015 £000
Cash at bank	1,097	816
Deposits	-	217
	1,097	1,034

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

---

**1. CHARITY INFORMATION**

Three Counties Agricultural Society is a registered charity with the Charities Commission England and Wales (charity number: 511868) and is incorporated as a company limited by guarantee (company number: 01568571, England and Wales). The address of its principle and registered office is The Showground, Malvern, Worcestershire, WR13 6NW.

**2. STATEMENT OF ACCOUNTING POLICIES**

**a. Basis of preparation**

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP 2015 (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Three Counties Agricultural Society meets the definition of a public benefit entity under FRS 102.

The functional currency of the Society is considered to be GBP because that is the currency of the primary economic environment in which the Charity operates.

**b. Consolidated Financial Statements**

These financial statements consolidate the Society and its subsidiary undertaking, T.C.A. Trading Limited. No separate SOFA has been presented for the Society alone, as permitted by Section 408 of the Companies Act 2006. Net incoming resources includes £345,000 (2015: £171,000) attributable to the Charity. The Society has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

**c. Going Concern**

The Society has cash resources and has no requirement for external funding. The trustees have a reasonable expectation that the society has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements. There are no material uncertainties about the Society's ability to continue as a going concern.

**d. Transition to FRS 102**

This is the first year that the Society has presented its results under FRS 102 and the Charities SORP 2015. The last financial statements were under old UK GAAP and were for the period ended 30 November 2015. The date of transition to FRS 102 was 1 December 2014 and in preparing the financial statements, the Trustees have considered whether the accounting policies required by the standard require the restatement of comparative information. The Trustees have determined that no adjustments to the comparative figures as a result of adopting FRS102 are needed.

**e. Funds Structure**

Unrestricted funds are those funds available for use by the society for any charitable purpose at the discretion of the trustees.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**f. Incoming Resources**

All incoming resources are included in the Statement of Financial Activities ("SOFA") as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the Society is considered probable.

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

---

Incoming resources from charitable activities comprises income from shows staged in accordance with the Society's charitable activities.

Income from fundraising events represents goods sold and services provided and sponsorships which relate to the current financial year.

**g. Resources Expended**

Costs of raising funds include direct and indirect costs attributed to fundraising activities for the Society. These include shows and other fundraising events.

Costs of charitable activities include direct and support costs attributed to activities in furtherance of the Society's educational activities. These comprise primarily agricultural and horticultural shows.

Governance costs are included within support costs and comprise direct and indirect expenditure involved in ensuring that the Society complies with its charitable and statutory obligations.

The allocation and apportionment of costs to T.C.A. Trading Limited is based on management's estimate of attributable costs incurred. The apportionment of costs for all shows and fundraising is based on the turnover for each show.

**h. Pension**

The Society operates two defined contribution schemes. Contributions are charged to the Statement of Financial Activities as they become due.

**i. Taxation**

As a registered charity, Three Counties Agricultural Society is entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes.

**j. Tangible Fixed Assets and Depreciation**

Fixed assets costing less than £500 are written off to the Statement of Financial Activities.

Tangible fixed assets are stated at cost less depreciation and impairment. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Permanent buildings	4% on cost
Property improvements	10% to 25% on cost
New wooden buildings	10% to 25% on cost
Plant and machinery	10% to 25% on cost
Motor vehicles	33% on cost
Office and show equipment	25% to 33% on cost

Land is not depreciated

**k. Investments**

Fixed asset investments are stated at market value at the balance sheet date. Changes in the valuation of investments during the year are shown as unrealised gains or losses in the Statement of Financial Activities.

**l. Creditors**

Creditors are recognised on an accruals basis once there is a legal or constructive obligation that commits the Society to the obligation.

**m. Debtors**

Short term debtors are initially measured at transaction price, less any impairment. Prepayments are measured at the amount prepaid.

**n. Financial Instruments**

Three Counties Agricultural Society only 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 with the exception of investments which are held at fair value.

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**o. Judgements in applying accounting policies and key sources of estimation uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The items in the financial statements where these estimates and judgements have been made include the following:

**i) Useful economic lives of tangible assets**

The annual depreciation charges for the tangible assets are sensitive to changes in the estimate useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the tangible assets and note 2j for the useful lives for each class of asset.

**ii) Impairment of debtors**

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 11 for the net carrying amount of the debtors and note 11 for the associated impairment provision.

**3. SUBSIDIARY RESULTS**

Three Counties Agricultural Society owns 100% of the share capital of T.C.A. Trading Limited (registered company no: 01638353), which was set up to carry out the trading activities of the group. It covenants its taxable profits to the Charity.

Its trading results, as extracted from the audited accounts, are summarised below:

**PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 NOVEMBER 2016**

	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>
<b>Turnover</b>	<b>1,336</b>	<b>1,239</b>
Cost of sales	<b>(177)</b>	<b>(205)</b>
<b>Gross profit</b>	<b>1,159</b>	<b>1,034</b>
Administrative expenses	<b>(671)</b>	<b>(675)</b>
<b>Operating profit</b>	<b>488</b>	<b>359</b>
Gift aid payable to Three Counties Agricultural Society	<b>(488)</b>	<b>(360)</b>
<b>Retained (loss) for the year</b>	<b>-</b>	<b>(1)</b>
<b>Reserves</b>		
Profit and loss reserves	<b>1,682</b>	<b>1,686</b>
Share capital	<b>5</b>	<b>5</b>
<b>Shareholders Funds</b>	<b>1,687</b>	<b>1,691</b>

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

Administration expenses include £654,531 (2015: £656,958) for services supplied by the Charity.

The trading company made a gift aid donation of £487,581 (2015: £359,701) to the Charity, with the result that it has a £nil annual corporation tax liability.

At the year-end £8,965 was due from T.C.A Trading Limited to Three Counties Agricultural Society (2015: £77,296).

**4. INVESTMENT INCOME**

	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>
Bank interest receivable	<b>4</b>	<b>4</b>
Dividends	<b>18</b>	<b>18</b>
	<b><u>22</u></b>	<b><u>22</u></b>

**5. NET INCOMING RESOURCES**

This is stated after charging the following:

	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>
Auditor's remuneration:		
For audit services	<b>13</b>	<b>13</b>
Depreciation:		
Assets owned by the Group	<b>394</b>	<b>398</b>

**6. A) AGRICULTURAL AND HORTICULTURAL ACTIVITIES – Incoming Resources and Resources Expended**

Activity	Incoming Resources	Activities Undertaken Directly	Support Costs	Total Costs	2015 Total Costs
	£000	£000	£000	£000	£000
Agricultural and Horticultural shows	<b><u>3,838</u></b>	<b><u>3,929</u></b>	<b><u>197</u></b>	<b><u>4,126</u></b>	<b><u>3,690</u></b>

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**6. B) ANALYSIS OF TOTAL RESOURCES EXPENDED AND SUPPORT COSTS BREAKDOWN BY ACTIVITY**

**ANALYSIS OF TOTAL RESOURCES EXPENDED**

	<b>Staff costs</b>	<b>Other costs</b>	<b>Depreciation</b>	<b>2016 Total</b>	<b>2015 Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Agricultural and Horticultural shows	854	2,892	380	4,126	3,690
Costs of raising funds	70	201	14	285	249
Finance costs	-	5	-	5	5
<b>Total for Charity</b>	<b>924</b>	<b>3,098</b>	<b>394</b>	<b>4,416</b>	<b>3,944</b>
Trading costs of the Subsidiary	317	531	-	848	880
<b>Total for Group</b>	<b>1,241</b>	<b>3,629</b>	<b>394</b>	<b>5,264</b>	<b>4,824</b>

**SUPPORT COSTS BREAKDOWN BY ACTIVITY**

	<b>Raising Funds</b>	<b>Charitable Activities</b>	<b>2016 Total Group</b>	<b>2015 Total Group</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Management	3	38	41	39
Finance	6	63	69	70
Information technology	7	76	83	85
Human resources	2	19	21	21
<b>Total</b>	<b>17</b>	<b>197</b>	<b>214</b>	<b>215</b>

**Basis of allocation**

Support costs are allocated between Agricultural and Horticultural shows and Fundraising events on the basis of their respective income.

**GOVERNANCE COSTS**

	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>
Auditors' remuneration:		
For audit services	13	13
Legal and professional fees	30	25
Staff costs	22	23
Other	18	18
	<b>83</b>	<b>79</b>

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**7. STAFF COSTS**

**a. Staff costs**

	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>
Wages and salaries	1,102	1,112
Social security costs	86	84
Pension contributions	53	52
	<u>1,241</u>	<u>1,248</u>

**b. Staff numbers**

The average number of full time equivalent employees during the year was:

	<b>2016</b>	<b>2015</b>
	<b>No.</b>	<b>No.</b>
Office management	18	17
Permanent showground	11	11
Temporary office	1	2
Temporary showground	<u>1</u>	<u>1</u>
	<u>31</u>	<u>31</u>
	<u>89</u>	<u>85</u>

The average headcount of employees during the year was:

**c. Higher paid staff**

One employee of the charity earned between £130,000 and £140,000 during the year (2015: one employee earned between £120,000 and £130,000 during the year). Pension contributions in respect of this employee were £30,500 (2015: £30,500).

**d. Remuneration of Key Management Personnel**

Aggregate employee benefits of key management personnel were £393,373 (2015: £375,343).

**e. Termination payments**

During the year there were nil termination payments made (2015: £30,000).

**8. TRUSTEES REMUNERATION AND EXPENSES**

Neither the trustees nor persons connected with them received any remuneration or other benefits from the Society or any connected organisation.

No expenses were reimbursed to trustees in 2016 or 2015. No trustees waived any expenses in 2016 or 2015.



**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**9. TANGIBLE FIXED ASSETS OF THE GROUP AND THE CHARITY**

	Freehold Land	Assets Under Construction	Buildings	Plant and Machinery	Motor Vehicles	Office/ Show Equip ment	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Cost</b>							
<i>At 1 December 2015</i>	270	68	5,253	836	49	444	6,920
Additions	-	523	4	18	5	9	559
Disposals	-	-	-	(14)	(9)	-	(23)
Transfers	-	(515)	513	2	-	-	-
	<b>270</b>	<b>76</b>	<b>5,770</b>	<b>842</b>	<b>45</b>	<b>453</b>	<b>7,456</b>
<b>Depreciation</b>							
<i>At 1 December 2015</i>	-	-	3,053	604	39	359	4,055
Disposals	-	-	-	(14)	(9)	-	(23)
Charge for the year	-	-	273	63	8	50	394
	<b>-</b>	<b>-</b>	<b>3,326</b>	<b>653</b>	<b>38</b>	<b>409</b>	<b>4,426</b>
<b>Net Book Value</b>							
<b>At 30 November 2016</b>	<b>270</b>	<b>76</b>	<b>2,444</b>	<b>189</b>	<b>7</b>	<b>44</b>	<b>3,030</b>
<i>At 30 November 2015</i>	270	68	2,200	232	10	85	2,865

Included within fixed assets above are perpetual cups and trophies with a cost of £53,000. These have been held for a number of years and are fully written down at the Balance Sheet date.

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**10. INVESTMENTS**

	<b>Charity Listed Investments</b>	
	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>
At 1 December 2015	653	494
Additions	112	212
Disposals	(93)	(34)
Unrealised (losses)/gains	<u>72</u>	<u>(19)</u>
	<b>744</b>	<b>653</b>
Cash balances awaiting reinvestment	<u>53</u>	<u>53</u>
At 30 November 2016	<b><u>797</u></b>	<b><u>706</u></b>
Historical cost	<b><u>722</u></b>	<b><u>709</u></b>

The Society owns 100% of the five £1 ordinary share capital of T.C.A. Trading Limited, which carries out the letting of facilities and associated activities.

No single listed investment held represent over 5% of the total portfolio.

The market value of investments held outside of the UK was £281,623 (2015: £222,300).

**11. DEBTORS**

	<b>Group</b>		<b>Charity</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Trade debtors	127	287	111	243
Amounts owed from subsidiary company	-	-	9	77
Prepayments and accrued income	106	65	103	58
Other debtors	<u>1</u>	<u>-</u>	<u>1</u>	<u>-</u>
	<b><u>234</u></b>	<b><u>352</u></b>	<b><u>224</u></b>	<b><u>378</u></b>

**12. CREDITORS**

	<b>Group</b>		<b>Charity</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Trade creditors	51	88	48	86
Taxation and social security	117	134	116	134
Accruals	135	152	135	151
Pension costs	4	3	4	3
Deferred income (see note 13)	225	299	193	278
Bank credit cards	3	4	3	4
Other creditors	<u>8</u>	<u>8</u>	<u>3</u>	<u>4</u>
	<b><u>544</u></b>	<b><u>688</u></b>	<b><u>502</u></b>	<b><u>660</u></b>

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**13. DEFERRED INCOME**

	<b>Group</b>		<b>Charity</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<i>Balance at 1 December 2015</i>	<b>299</b>	<b>118</b>	<b>278</b>	<b>118</b>
Released during the year	<b>(299)</b>	<b>(118)</b>	<b>(278)</b>	<b>(118)</b>
Income received in the year	<b><u>225</u></b>	<b><u>299</u></b>	<b><u>193</u></b>	<b><u>278</u></b>
Deferred income at 30 November 2016	<b><u>225</u></b>	<b><u>299</u></b>	<b><u>193</u></b>	<b><u>278</u></b>

Deferred income at 30 November 2016 represents income invoiced in respect of the Shows to be held in 2017.

**14. STATEMENT OF FUNDS**

	<i>Balance at 1 December 2015</i>	<b>Incoming Resources</b>	<b>Resources Expended</b>	<b>Gains/losses</b>	<b>Balance at 30 November 2016</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Unrestricted funds</b>					
<b>Charity</b>	4,267	4,681	(4,416)	80	<b>4,612</b>
Trading subsidiary	2	1,336	(1,336)	-	<b>2</b>
Eliminated on consolidation	-	(488)	488	-	<b>-</b>
<b>TOTAL FUNDS</b>	<b>4,269</b>	<b>5,529</b>	<b>(5,264)</b>	<b>80</b>	<b>4,614</b>

Included within unrestricted income is a donation of £6,000 which was made during the year from an anonymous donor towards an educational bursary. £3,000 was expended during the year on the bursary and £3,000 has been carried forward at the year end.

**15. CAPITAL COMMITMENTS**

At the year-end there were £37,000 capital commitments (2015: £nil).

**THREE COUNTIES AGRICULTURAL SOCIETY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2016**

**16. RELATED PARTY TRANSACTIONS**

During the year, property consultancy services to the value of £390 (2015: £750) were provided by Bruton Knowles, of which Patrick Downes is Managing Director and also a trustee of Three Counties Agricultural Society. As at the year-end £Nil (2015: £nil) was outstanding.

During the year a commercial vehicle was purchased by the Society value for £5,250 (2015: £9,000) from Warners Motor Group, a company owned by Michael Warner who is a trustee of Three Counties Agricultural Society. As at the year-end £Nil (2015: £nil) was outstanding.

During the year agricultural services to the value £315 (2015 £Nil) were provided by Adrian Hope Tree Services, a business jointly owned by Adrian Hope who is a trustee of Three Counties Agricultural Society. As at the year-end £Nil was outstanding (2015 £Nil).

All transactions were conducted on an arms-length basis.

**17. PENSION COMMITMENTS**

The Society operates two defined contribution schemes. Contributions are charged to the Statement of Financial Activities as they become due. The assets are held separately from those of the charity in independently administered funds. The amount charged to the SoFA for the year was £52,814 (2015: £51,944). At the year end £3,959 (2015: £3,459) remained outstanding.

**18. GROUP FINANCIAL INSTRUMENTS**

	2016	2015
	£000	£000
Financial assets measured at fair value	797	706
Financial assets measured at settlement value	1,225	1,321
Financial liabilities measured at settlement value	(197)	(252)

Financial assets measured at fair value comprise of investments.

Financial assets measured at settlement value comprise of cash, trade debtors, and other debtors.

Financial liabilities measured at settlement value comprise of trade creditors, accruals, bank credit cards and other creditors.

Impairment losses charged to financial assets measured at settlement value in the year amounted to £nil (2015: £nil).

**19. TRANSITION TO FRS 102**

This is the first year that Three Counties Agricultural Society has presented its results under FRS 102 and the Charities SORP 2015. The last financial statements under old UK GAAP were for the year ended 30 November 2015. The date of transition to FRS 102 was 1 December 2014. The net income for the period ended 30 November 2015 and the total equity as at 1 December 2014 and 30 November 2015 have not changed as a result of changes in accounting policies due to transition from old UK GAAP to FRS 102.