

Company registration number: 0580176

Charity registration number: 204609

Three Choirs Festival Limited

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 30 September 2024

Three Choirs Festival Limited

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Three Choirs Festival Limited

Reference and Administrative Details

Chairman

Dr N S Belshaw

Chief Executive Officer

Mr D E Francis

Trustees

Mr B C J Cooper

Dr B W A Herriot

Mrs A V Marlow

Mr A E Prior

Ms K O'Carroll

Mr C F B Woodd

Ms S L Turner (resigned 18 June 2024)

Ms A C Davies

Mr P M Hughes (resigned 1 December 2023)

Mr M P B Lam

Principal Office

7C College Green
Gloucester
GL1 2LX

Company Registration Number

0580176

Charity Registration Number

204609

Auditor

Ballards LLP
Oakmoore Court
11C Kingswood Road
Hampton Lovett
Droitwich
Worcestershire
WR9 0QH

Three Choirs Festival Limited

Welcome from the Chair

During 2024 Three Choirs Festival Limited once again exemplified its purpose; to bring people together through shared, inspirational experiences in the context of the world's leading and longest running choral music festival.

Writing in the Spectator Richard Bratby stated that "In truth, there's still no classical music festival that provides such a sense of being plugged into a vital and ancient tradition – of being so close, as Elgar put it to 'the living centre of music in Great Britain' under a headline declaring "Forget the Proms and Edinburgh – the Three Choirs Festival is where it's at."

The 2024 Festival in Worcester was celebrated for its vibrant community spirit and exceptional programming. The festival showcased a diverse range of musical masterpieces, from Ian Venables' poignant Requiem, beautifully performed by the Three Choirs Festival Youth Choir, to Judith Weir's "In the Land of Uz," masterfully delivered by the BBC Singers.

The Festival Chorus was again central to the festival not least on the opening night which featured Holst's "The Hymn of Jesus" and Stanford's rarely heard "Stabat Mater". These two powerful works performed by the combined forces of the Festival Chorus and the Philharmonia Orchestra – our resident orchestra - created an unforgettable atmosphere which set an incredibly high benchmark for the entire festival.

A couple of personal highlights from the program were Roger Sayer's late-night concert at Worcester Cathedral, featuring sounds from Interstellar whilst Elgar's "The Kingdom" received a mesmerizing performance conducted by Adrian Partington.

As always, the festival brought together a diverse community all of whom share a love for choral music. We were honoured to welcome our patron HRH The Duke of Gloucester to two performances. Celebrated composers Judith Wier and Bob Chilcott joined us to hear their works performed. A new generation of composers also attended as the 2024 Festival hosted a composer's academy. Three Choirs Festival has a long history of supporting composers and I was delighted to see our commitment to the next generation alive and well at the festival. That is also true of the next generation of creative musicians and singers who were fully immersed in the Nature Sings participation project. After weeks of creativity the project culminated in a very special performance which brought young people to the heart of the festival performing original works alongside members of the Philharmonia Orchestra.

The first book to be published about the festival in over 30 years was launched during the 2024 Worcester festival. Simon Carpenter's "Three Choirs Festival in Ten Concerts" offers incredible insights into iconic performances which are seminal in terms of the festival's rich history and its role in championing choral music throughout its almost 300 years.

Looking toward the next 300 years, the Board and Leadership Team are mindful of Three Choirs long-term sustainability and have adopted a strategy which we believe will attract audiences in significant numbers to the 2025 and 2026 festivals. Welcoming audiences to the festival at pre-pandemic levels is essential for the future health of this festival.

With that in mind, Artistic Director, Geraint Bowen has curated a compelling program for the 2025 Hereford festival which includes Mendelssohn's "Elijah" on the final evening. Our commitment to new work continues with commissions from two hugely respected British composers, both known for their exceptional choral writing, Richard Blackford and Bob Chilcott. The festival will also celebrate Samuel Coleridge-Taylor's 150th birthday with a revival of his oratorio "The Atonement" which was premiered at the Hereford festival in 1903 – with a libretto written by a local writer, Alice Parsons.

Three Choirs Festival Limited

Welcome from the Chair

This is always a good opportunity for me to acknowledge people's contribution to Three Choirs Festival Limited.

I'd like to thank my fellow Board members who give their time voluntarily to bring knowledge, expertise and leadership to the organisation. As well as being a Board member, Ben Cooper is the Chair of the Worcester Committee and we are grateful to Ben and his volunteer committee members who worked collaboratively with the team to deliver a very successful and welcoming festival.

We also work with outstanding Artistic Directors from our three cathedrals, who collaborate and lead performances throughout the festival. Sam Hudson our Worcester Artistic Director deserves special mention for crafting a thoughtful and inspirational 2024 festival which followed an environmental theme.

The Three Choirs Festival Limited staff are to be congratulated for producing such a memorable and smooth-running festival. The permanent staff team have been led by Dr. Alexis Patterson for the last eight years. 2024 was to be Alexis' last festival as CEO following her appointment to Oxford University's Cultural Programme. I'd like to acknowledge and thank her for her passionate service and the pivotal role she played in modernising and professionalising the festival. We wish her well with her new role. The board formally welcomed David Francis as the new Chief Executive who joined the team in the autumn.

I am looking forward to our 2025 festival in Hereford and to spending time again with our loyal and dedicated community of singers, musicians, volunteers and audience members all of whom contribute so much to the success of the festival and to living its vision; for the power of choral music to enrich lives through shared, inspirational experiences.

Dr N S Belshaw
Chairman

Three Choirs Festival Limited

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 30 September 2024.

The accounts have been prepared in accordance with 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 (FRS102 and Update Bulletin 1.)

Objectives and activities

Objects and aims

The objectives of the charity are as set out in its governing document, namely to promote, maintain, improve and advance education by the encouragement of the arts, including the arts of singing and music, drama, mime and dance, and to formulate, prepare and establish schemes therefore provided that all objects of the charity shall be of charitable nature. The organisation continues to plan an annual festival with the furtherance of this object at the forefront of its ambition and aims to further develop its participation and community engagement throughout the year.

Significant activities

The ordinary principal activity of the organisation is an eight-day festival, including, in the months prior, the tuition and coaching of local amateur performers who perform alongside professional musicians to the highest standards. The organisation also delivers participatory workshops and activities to local schools and community groups in the summer months.

Public benefit

The public benefits provided by the charity are many: they include subsidised or cost-free training of singers and instrumentalists at all levels, and offers employment for performers at varying levels of development. The general public are able to enjoy concerts at prices which are substantially subsidised by benefactors and a number of performances at each festival are offered without charge, with a particular focus on free tickets for those new to the festival. Beyond this, the trustees continue to encourage the promotion of outreach projects to make the festival more inclusive and accessible to people who are unfamiliar with the rich classical choral tradition and those who may face barriers to attendance and participation.

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Three Choirs Festival Limited

Trustees' Report

Financial review

As with much of the creative industry, our festival has faced challenging times financially since the pandemic. In the immediate aftermath of COVID we benefitted from grant support and enhanced public funding, not least higher Orchestral Tax Relief rates, but in recent years these sources funding have reduced. Unfortunately, the festival hasn't yet re-established its historic success with our audience, and the combination of lower ticket sales and costs increasing with inflation has resulted in operational losses in recent years. The festival in 2024 continued this trend with an operational loss of £242,007. Fortunately, the organisation has substantial Restricted funds provided to support development but also to ensure its continuation. Anticipating a loss, and having taken all appropriate steps to minimise the quantum, the Trustees agreed ahead of the festival that funds restricted specifically for use with the Worcester festival should be used to underwrite this year. As a result the Unrestricted fund result for the year has been held at zero due to a transfer equal to the operational loss. This has resulted in a reduced balance of Restricted funds, but after allowing for investment income and gains the Restricted and Endowment funds are still healthy at over £930,000.

The Trustees are very grateful to past generations of patrons and festival-goers for their generosity in establishing a significant Restricted fund which can be available in extremis, but are very conscious that the funds available are limited, and that the aspiration was that such funds should be used for investment and not just to fund running costs and losses. As a result the Trustees, in conjunction with management, have set a target for the festival to eliminate the operational loss, but it is anticipated that this will take time if the nature of the festival is to be maintained. The aim is to break-even (or better) by 2027 when the festival returns to Worcester again.

The Trustees are therefore expecting further losses in the next few years, but are confident that these can be supported from the Restricted funds. The intention is that by supporting a consistent high-quality experience the audience and patronage can be rebuilt and the funding balance can be restored.

Policy on reserves

The Three Choirs Festival Ltd operates a risk-based reserves policy, with particular focus on the possibility of cancellation of the festival, which is the key income generating activity during the year. The board regard a prudent strategy is to hold a minimum of three months operating costs as reserves, which currently equates to approximately £100k.

As at 30 September 2024, total funds were £1.133m. Excluding restricted and endowment funds, the unrestricted funds were £203k, of which £3k was tied up in fixed assets and could not be easily spent. In addition to the £200k of free reserves, some of the restricted funds would be available should the need arise.

Investment policy and objectives

Funds which are either endowed or expected to be required only in the longer term are invested in the stock market, with the aim of generating a balanced return over a 10 year time frame. The investment committee meet with the brokers at regular intervals to review the performance.

Three Choirs Festival Limited

Trustees' Report

Going concern

The trustees consider that it is appropriate to prepare the accounts on a going concern basis. The available reserves are at the level required by the reserves policy, and the last three years have shown that there is still an appetite for our offering post COVID-19.

Structure, governance and management

Nature of governing document

Three Choirs Festival Limited is a charity governed by Articles of Association most recently updated 4 March 2022. It is registered as a charity with the Charity Commission, and also as a company limited by guarantee. Our key charitable purpose is to promote, maintain, improve and advance education by the encouragement of the arts, most particularly the arts of singing and music. The chief method by which this is carried out is in producing an annual eight-day music festival which gives local musicians of all ages an opportunity to develop their skills, particularly choral, alongside world-class professionals, and through a growing programme of community engagement beyond the festival itself.

Governance of the charity is undertaken through a Board of Trustees whose responsibility is to provide strategic direction and policy-setting, as well as ensuring that all activity undertaken falls within the charitable objectives outlined within the Memorandum and Articles of Association. The charity trustees are also directors of the company and are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. One third of the directors must retire at each Annual General Meeting, and may stand for re-election, up to a maximum of three consecutive terms (9 years).

All trustees give their time voluntarily and receive no remuneration.

New trustees are recruited through a process of open advertisement outlining the role's purpose, time commitment, and the skills and qualities of the ideal candidate. All advertisements promote diverse recruitment and equality of access, and the Board is committed to developing a trustee body which better reflects the demographics in our area of operation. The current profile of the board is 70% white British, 30% LGBTQ+, 70% from a 'modern professional' background, with an age range of 20 to 75. 20% of the board have a disability and 50% are male and 50% female, meaning that the current area of underrepresentation is in socio-economic background. Applications are reviewed by the Board and a Nominations Committee undertakes interviews with shortlisted candidates before making recommendations to the board regarding appointments.

Newly appointed trustees are asked to undergo a DBS check in line with our safeguarding policy and are provided with an induction from our Chief Executive which covers the statutory obligations of a trustee and director, and key organisational policies, overview of structure, budget outlines and future artistic plans.

Three Choirs Festival Limited

Trustees' Report

Relationships with related parties

From 1996 until 30 September 2022, Three Choirs Festival Limited has had a sister organisation, The Three Choirs Festival Society ('the Society'), which held endowments and managed investments on behalf of the festival. Following the passing of various resolutions during 2022, the Society's assets were merged into the Three Choirs Festival Ltd as at 30 September 2022.

Fundraising arrangements

The charity employs staff to directly manage grant applications and donor engagement. Each city also has a local committee, who donate their time and expertise to organising fundraising events in advance of their city's festival, and during the festival itself. Fundraising such as this carried out on behalf of the charity is monitored in respect of financial and public liability/Health and Safety best practice through liaison with the relevant members of the staff team. Some board and committee members also make active contributions to securing new donor and maintaining existing connections. No external professional services or commercial participators are contracted to fundraise on our behalf. No complaints have been received by the charity about fundraising activity. Invitations to donate to the festival are made in accordance with our Data Protection Policy, which takes full account of PECR and GDPR guidance.

Major risks and management of those risks

While some of the volatility of COVID-associated risk has dissipated, recovery throughout the sector has been slower than anticipated and supplier costs continue to rise in a period of economic volatility and 'cost of living crisis'. COVID-19 remains on the risk register as both a tangible risk leading to cancellation, and a broader cause of decreased revenue as outlined above. The organisation has taken steps to consider the risk factors associated with Climate Change, and as part of their work in pledging to become a net-zero organisation by 2050, have incorporated this category into the risk register. Control measures and threat levels are monitored on an ongoing basis by the Finance Committee and Chief Executive, who alert the Board to any factor which may alter the risk rating prescribed to a category. Adoption of appropriate systems and procedures in response to any changes of circumstance remain the responsibility of the directors and updates to the risk register are a standing item on the Finance Committee agenda, whose activities are reported back to the board on a quarterly basis.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 28/1/2025 and signed on its behalf by:



Dr N S Belshaw
Chairman

Three Choirs Festival Limited

Statement of Trustees' Responsibilities

The trustees (who are also the directors of Three Choirs Festival Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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 of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements 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 and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees of the charity on ..28/3/2025.. and signed on its behalf by:



.....
Dr N S Belshaw
Chairman

Three Choirs Festival Limited

Independent Auditor's Report to the Members of Three Choirs Festival Limited

Opinion

We have audited the financial statements of Three Choirs Festival Limited (the 'charity') for the year ended 30 September 2024, which comprise the Statement of Financial Activities, Balance Sheet, 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 United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. 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 charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 30 September 2024 and of its results 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Three Choirs Festival Limited

Independent Auditor's Report to the Members of Three Choirs Festival Limited

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.

Opinion on other matters prescribed by the Charities Act 2011

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities [set out on page 8], 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

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.

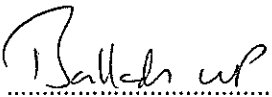
As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Three Choirs Festival Limited

Independent Auditor's Report to the Members of Three Choirs Festival Limited

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the charity audit. We remain solely responsible for our audit opinion.

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



M A Skellum (Senior Statutory Auditor)
For and on behalf of Ballards LLP, Statutory Auditor

Oakmoore Court
11C Kingswood Road
Hampton Lovett
Droitwich
Worcestershire
WR9 0QH

Date: 21/4/2025.....

Three Choirs Festival Limited

Statement of Financial Activities for the Year Ended 30 September 2024
(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

| | Note | Unrestricted funds £ | Restricted funds £ | Endowment funds £ | Total funds 2024 £ |
|-----------------------------------|-------------|---------------------------------|-------------------------------|------------------------------|-----------------------------------|
| Income from: | | | | | |
| Donations and legacies | 3 | 405,961 | 7,600 | - | 413,561 |
| Charitable activities | 4 | 384,190 | - | - | 384,190 |
| Investment income | 5 | 1,588 | 42,284 | 3,934 | 47,806 |
| Total Income | | 791,739 | 49,884 | 3,934 | 845,557 |
| Expenditure on: | | | | | |
| Charitable activities | 6 | (1,033,746) | (24,873) | (692) | (1,059,311) |
| Total Expenditure | | (1,033,746) | (24,873) | (692) | (1,059,311) |
| Gains/losses on investment assets | | - | 75,400 | 7,473 | 82,873 |
| Net (expenditure)/income | | (242,007) | 100,411 | 10,715 | (130,881) |
| Transfers between funds | | 242,007 | (242,007) | - | - |
| Net movement in funds | | - | (141,596) | 10,715 | (130,881) |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 202,651 | 968,964 | 92,024 | 1,263,639 |
| Total funds carried forward | 18 | 202,651 | 827,368 | 102,739 | 1,132,758 |

Three Choirs Festival Limited

Statement of Financial Activities for the Year Ended 30 September 2023 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

| | Note | Unrestricted funds £ | Restricted funds £ | Endowment funds £ | Total funds 2023 £ |
|-----------------------------------|------|-------------------------|-----------------------|----------------------|--------------------------|
| Income from: | | | | | |
| Donations and legacies | 3 | 502,461 | 101,300 | - | 603,761 |
| Charitable activities | 4 | 439,249 | 1,223 | - | 440,472 |
| Investment income | 5 | 9,552 | 33,803 | 3,914 | 47,269 |
| Total Income | | 951,262 | 136,326 | 3,914 | 1,091,502 |
| Expenditure on: | | | | | |
| Charitable activities | 6 | (1,041,082) | (10,800) | - | (1,051,882) |
| Total Expenditure | | (1,041,082) | (10,800) | - | (1,051,882) |
| Gains/losses on investment assets | | (7,302) | (12,260) | (3,220) | (22,782) |
| Net (expenditure)/income | | (97,122) | 113,266 | 694 | 16,838 |
| Transfers between funds | | 2,375 | (2,375) | - | - |
| Net movement in funds | | (94,747) | 110,891 | 694 | 16,838 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 297,398 | 858,073 | 91,330 | 1,246,801 |
| Total funds carried forward | 18 | 202,651 | 968,964 | 92,024 | 1,263,639 |


All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2023 is shown in note 18.

Three Choirs Festival Limited
(Registration number: 0580176)
Balance Sheet as at 30 September 2024

| | Note | 2024 £ | 2023 £ |
|---|------|------------------|------------------|
| Fixed assets | | | |
| Intangible assets | 11 | - | 8,620 |
| Tangible assets | 12 | 3,312 | 7,896 |
| Investments | 13 | 940,113 | 930,460 |
| | | <u>943,425</u> | <u>946,976</u> |
| Current assets | | | |
| Stocks | 14 | 1,465 | 1,941 |
| Debtors | 15 | 147,880 | 186,651 |
| Cash at bank and in hand | | 140,195 | 199,631 |
| | | <u>289,540</u> | <u>388,223</u> |
| Creditors: Amounts falling due within one year | 16 | <u>(100,207)</u> | <u>(71,560)</u> |
| Net current assets | | <u>189,333</u> | <u>316,663</u> |
| Net assets | | <u>1,132,758</u> | <u>1,263,639</u> |
| Funds of the charity: | | | |
| Endowment funds | | 102,739 | 92,024 |
| Restricted funds | | 827,368 | 968,964 |
| Total unrestricted funds | | <u>202,651</u> | <u>202,651</u> |
| Total funds | 18 | <u>1,132,758</u> | <u>1,263,639</u> |

The financial statements on pages 12 to 26 were approved by the trustees, and authorised for issue on 28.11.2025 and signed on their behalf by:


.....
Dr N S Belshaw
Chairman

Three Choirs Festival Limited

Statement of Cash Flows for the Year Ended 30 September 2024

| | Note | 2024 £ | 2023 £ |
|---|------|-----------|-----------|
| Cash flows from operating activities | | | |
| Net cash (expenditure)/income | | (130,881) | 16,838 |
| Adjustments to cash flows from non-cash items | | | |
| Depreciation | | 4,584 | 4,611 |
| Amortisation | | 8,620 | 8,620 |
| Investment income | 5 | (47,806) | (47,269) |
| Financial instrument net (gains) losses through statement of financial activities | | (81,531) | 76,122 |
| | | (247,014) | 58,922 |
| Working capital adjustments | | | |
| Decrease/(increase) in stocks | 14 | 476 | (291) |
| Decrease/(increase) in debtors | 15 | 38,771 | (66,369) |
| Increase/(decrease) in creditors | 16 | 28,647 | (33,979) |
| Net cash flows from operating activities | | (179,120) | (41,717) |
| Cash flows from investing activities | | | |
| Interest receivable and similar income | 5 | 1,588 | 1,492 |
| Purchase of tangible fixed assets | 12 | - | (2,726) |
| Purchase of investments | 13 | - | (120,004) |
| Sale of investments | | 71,879 | 149,725 |
| Income from listed investments | | 46,218 | 45,778 |
| Net cash flows from investing activities | | 119,685 | 74,265 |
| Net (decrease)/increase in cash and cash equivalents | | (59,435) | 32,548 |
| Cash and cash equivalents at 1 October | | 199,631 | 167,083 |
| Cash and cash equivalents at 30 September | | 140,196 | 199,631 |

All of the cash flows are derived from continuing operations during the above two periods.

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

1 Charity status

The charity is a charity limited by guarantee and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

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 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

Three Choirs Festival Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Gift aid

Incoming resources from tax reclaims are included in the Statement of Financial Activities at the same time as the gift to which they relate.

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Intangible assets

Intangible assets are stated in the Balance Sheet at cost less accumulated amortisation and impairment. They are amortised on a straight line basis over their estimated useful lives.

Tangible fixed assets

Individual fixed assets costing £0.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Amortisation

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

Asset class

Website development

Amortisation method and rate

33.33% straight line

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

Depreciation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

| Asset class | Depreciation method and rate |
|---------------------|------------------------------|
| Office equipment | 20% Straight line |
| Office improvements | 20% Straight line |

Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Endowment funds allow for investment in longer term musical aims and objectives.

Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme for eligible employees under which fixed contributions are paid into employees pension funds and the charity has no legal or constructive obligation to pay further contributions in any future period.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due.

3 Income from donations and legacies

| | Unrestricted funds | | | |
|----------------------------|-----------------------|--------------------------|--------------------|--------------------|
| | General £ | Restricted funds £ | Total 2024 £ | Total 2023 £ |
| Donations and legacies; | | | | |
| Donations from individuals | 255,352 | 6,600 | 261,952 | 369,859 |
| Gift aid reclaimed | 25,184 | 1,000 | 26,184 | 27,663 |
| Orchestral tax relief | 125,425 | - | 125,425 | 206,239 |
| | 405,961 | 7,600 | 413,561 | 603,761 |

4 Income from charitable activities

| | Unrestricted funds | | | |
|--------------------------------|-----------------------|--------------------|--------------------|--|
| | General £ | Total 2024 £ | Total 2023 £ | |
| Ticket sales | 346,598 | 346,598 | 384,016 | |
| Retail, services and catering | 29,270 | 29,270 | 49,196 | |
| Advertising income | 6,200 | 6,200 | 3,800 | |
| Creative projects | 2,122 | 2,122 | 2,237 | |
| Creative projects (restricted) | - | - | 1,223 | |
| | 384,190 | 384,190 | 440,472 | |

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

5 Investment income

| | Unrestricted funds | Restricted funds | Endowment funds | Total 2024 | Total 2023 |
|---|--------------------|------------------|-----------------|------------|------------|
| | General £ | funds £ | Expendable £ | £ | £ |
| Interest receivable and similar income; | | | | | |
| Interest receivable on bank deposits | 1,588 | - | - | 1,588 | 1,492 |
| Other income from fixed asset investments | - | 42,284 | 3,934 | 46,218 | 45,777 |
| | 1,588 | 42,284 | 3,934 | 47,806 | 47,269 |

6 Expenditure on charitable activities

| | Unrestricted funds | Restricted funds | Endowment funds | Total 2024 | Total 2023 |
|------------------------------|--------------------|------------------|-----------------|------------|------------|
| | General £ | funds £ | Expendable £ | £ | £ |
| Musical Fees and Expenses | 586,325 | 17,450 | - | 603,775 | 603,087 |
| Festival Sales and Publicity | 77,425 | - | - | 77,425 | 87,542 |
| Allocated support costs | 369,996 | 7,423 | 692 | 378,111 | 361,253 |
| | 1,033,746 | 24,873 | 692 | 1,059,311 | 1,051,882 |

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

7 Net incoming/outgoing resources

Net (outgoing)/incoming resources for the year include:

| | 2024 £ | 2023 £ |
|--|-----------|-----------|
| Operating leases - other assets | (10,396) | (9,970) |
| Audit fees | (9,500) | (7,800) |
| Depreciation of fixed assets | (4,583) | (4,611) |
| Amorisation of intangible fixed assets | (8,620) | (8,620) |

8 Trustees remuneration

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year. No trustee performed as a self-employed musician in the year (2023 one trustee £1,383). This payment received board approval in accordance with conflict of interest guidance.

Trustees have been reimbursed £971 of travel expenses during the year (2023 - £1,417).

No trustees have received any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

| | 2024 £ | 2023 £ |
|--|----------------|----------------|
| Staff costs during the year were: | | |
| Wages and salaries | 233,051 | 232,396 |
| Social security costs | 13,215 | 5,488 |
| Pension costs | 10,000 | 8,547 |
| | <u>256,266</u> | <u>246,431</u> |

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

| | 2024 No | 2023 No |
|----------------|------------|------------|
| Administration | <u>12</u> | <u>12</u> |

No employee received emoluments of more than £60,000 during the year.

10 Taxation

The charity is a registered charity and is therefore exempt from taxation.

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

11 Intangible fixed assets

| | Website development £ | Total £ |
|-----------------------|-----------------------------|------------|
| Cost | | |
| At 1 October 2023 | 25,860 | 25,860 |
| At 30 September 2024 | 25,860 | 25,860 |
| Amortisation | | |
| At 1 October 2023 | 17,240 | 17,240 |
| Charge for the year | 8,620 | 8,620 |
| At 30 September 2024 | 25,860 | 25,860 |
| Net book value | | |
| At 30 September 2024 | - | - |
| At 30 September 2023 | 8,620 | 8,620 |

12 Tangible fixed assets

| | Land and buildings £ | Office equipment £ | Total £ |
|-------------------------|----------------------------|--------------------------|------------|
| Cost | | | |
| At 1 October 2023 | 7,754 | 32,058 | 39,812 |
| Disposals | - | (1,521) | (1,521) |
| At 30 September 2024 | 7,754 | 30,537 | 38,291 |
| Depreciation | | | |
| At 1 October 2023 | 6,203 | 25,713 | 31,916 |
| Charge for the year | 1,551 | 3,033 | 4,584 |
| Eliminated on disposals | - | (1,521) | (1,521) |
| At 30 September 2024 | 7,754 | 27,225 | 34,979 |
| Net book value | | | |
| At 30 September 2024 | - | 3,312 | 3,312 |
| At 30 September 2023 | 1,551 | 6,345 | 7,896 |

13 Fixed asset investments

| | 2024 £ | 2023 £ |
|-------------------|-----------|-----------|
| Other investments | 940,113 | 930,460 |

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

Other investments

| | Listed investments £ | Total £ |
|--------------------------|----------------------------|------------|
| Cost or Valuation | | |
| At 1 October 2023 | 930,460 | 930,460 |
| Revaluation | 81,532 | 81,532 |
| Disposals | (71,879) | (71,879) |
| At 30 September 2024 | 940,113 | 940,113 |
| Net book value | | |
| At 30 September 2024 | 940,113 | 940,113 |
| At 30 September 2023 | 930,460 | 930,460 |

There were no investment assets outside the UK.

14 Stock

| | 2024 £ | 2023 £ |
|--------|-----------|-----------|
| Stocks | 1,465 | 1,941 |

15 Debtors

| | 2024 £ | 2023 £ |
|---------------|-----------|-----------|
| Trade debtors | 5,826 | 8,189 |
| Prepayments | 140,897 | 178,462 |
| Other debtors | 1,157 | - |
| | 147,880 | 186,651 |

16 Creditors: amounts falling due within one year

| | 2024 £ | 2023 £ |
|------------------------------------|-----------|-----------|
| Trade creditors | 37,614 | 18,070 |
| Other taxation and social security | 2,587 | 4,699 |
| Accruals | 57,018 | 48,791 |
| Other creditors | 2,496 | - |
| Pension contributions due | 491 | - |
| | 100,206 | 71,560 |

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

17 Contingent liabilities

During the year ended 30 September 2017, the charity received £21,122 from Gabbs solicitors which related to unclaimed funds from their client account and, with permission of the Solicitors Regulation Authority, was donated to the charity. Previously this has been shown as a long term creditor in the accounts, as there was a risk that the funds would have to be returned if the legal owner was traced. However, due to the length of time passed since the donation was made, the trustees now consider that the risk of this needing to be repaid is now very much reduced and the amount was released into donations received in the prior year.

18 Funds

| | Balance at 1 October 2023 £ | Incoming resources £ | Resources expended £ | Transfers £ | Other recognised gains/ (losses) £ | Balance at 30 September 2024 £ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|----------------|--|--|
| Unrestricted funds | | | | | | |
| <i>General</i> | | | | | | |
| Unrestricted General Fund | 202,651 | 791,740 | (1,033,746) | 242,006 | - | 202,651 |
| Restricted funds | | | | | | |
| Restricted Fund | 968,964 | 49,883 | (24,873) | (242,006) | 75,400 | 827,368 |
| Endowment funds | | | | | | |
| <i>Expendable</i> | | | | | | |
| Expendable Endowment Fund | 92,024 | 3,934 | (692) | - | 7,473 | 102,739 |
| | 92,024 | 3,934 | (692) | - | 7,473 | 102,739 |
| Total funds | 1,263,639 | 845,557 | (1,059,311) | - | 82,873 | 1,132,758 |
| Restricted funds | | | | | | |

The Restricted funds carried forward at 30 September 2024 include the Griffin fund (£122,430), which relate solely to the Worcester Festival, the Rowlands Messenger fund (£620,260) which relates to the three festival cities in equal share and the Commissioning fund (£84,679) which is non city specific and relates solely to commissioning, performing and associated costs for new works over a 10 year period.

Endowment funds

The Endowment funds originate from a single gift to Three Choirs Endowment Fund during 1996 from the estate of J F Evans. This fund allows for investment in longer term aims and objectives.

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

| | Balance at 1 October 2022 £ | Incoming resources £ | Resources expended £ | Transfers £ | Other recognised gains/ (losses) £ | Balance at 30 September 2023 £ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|----------------|--|--|
| Unrestricted funds | | | | | | |
| <i>General</i> | | | | | | |
| Unrestricted General Fund | 297,398 | 951,262 | (1,041,082) | 2,375 | (7,302) | 202,651 |
| Restricted funds | | | | | | |
| Restricted Fund | 858,073 | 136,326 | (10,800) | (2,375) | (12,260) | 968,964 |
| Endowment funds | | | | | | |
| <i>Expendable</i> | | | | | | |
| Expendable Endowment Fund | 91,330 | 3,914 | - | - | (3,220) | 92,024 |
| | 91,330 | 3,914 | - | - | (3,220) | 92,024 |
| Total funds | 1,246,801 | 1,091,502 | (1,051,882) | - | (22,782) | 1,263,639 |

Restricted funds

The Restricted funds carried forward at 30 September 2023 include the Griffin fund (£330,903), which relate solely to the Worcester Festival, the Rowlands Messenger fund (£545,543) which relates to the three festival cities in equal share and the Commissioning fund (£92,518) which is non city specific and relates solely to commissioning, performing and associated costs for new works over a 10 year period.

Endowment funds

The Endowment funds originate from a single gift to Three Choirs Endowment Fund during 1996 from the estate of J F Evans. This fund allows for investment in longer term aims and objectives.

19 Analysis of net assets between funds

| | Unrestricted funds | Restricted funds | Endowment funds | Total funds |
|-------------------------|-----------------------|---------------------|--------------------|------------------|
| | General £ | £ | Expendable £ | £ |
| Tangible fixed assets | 3,312 | - | - | 3,312 |
| Fixed asset investments | - | 853,908 | 86,205 | 940,113 |
| Current assets | 273,006 | - | 16,534 | 289,540 |
| Current liabilities | (73,667) | (26,540) | - | (100,207) |
| Total net assets | 202,651 | 827,368 | 102,739 | 1,132,758 |

Three Choirs Festival Limited

Notes to the Financial Statements for the Year Ended 30 September 2024

20 Analysis of net funds

| | At 1 October 2023 £ | Cash flow £ | At 30 September 2024 £ |
|--------------------------|---------------------------|----------------|---------------------------------|
| Cash at bank and in hand | 199,631 | (59,436) | 140,195 |
| Net funds | 199,631 | (59,436) | 140,195 |

21 Related party transactions

There were no related party transactions in the year.

22 Off-balance sheet arrangements

The total of future lease payments under non-cancellable operating leases as at 30 September 2024 is £78,533 (2023 - £86,133).