

**The
National Chrysanthemum
Society**

(Instituted 1846)

Trustee's Report
for
Year ended 31st December 2022

Charity registration number
248484

The National Chrysanthemum Society

Contents of the Accounts

for the year ended 31st December 2022

	<u>Page number</u>
List of 2022 Trustees.....	3
Trustee's Annual Report Introduction.....	5
Financial Overview.....	6
Support Fund Performance & Outlook.....	6
Membership Review.....	9
Society Review (Project 2020).....	11
Management Function Reports.....	13
Independent Examiners Report.....	16
Statement of Financial Activities.....	17
Balance Sheet.....	18
Notes to the Accounts.....	19-23

“A sustainable, vibrant and engaged Society that upholds its objectives”

Statement of Trustees responsibilities.

The Trustees are required under the constitution of the charity to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of its results for that period. In preparing those financial statements the Trustees are required to:

- a. Select suitable accounting policies and apply them consistently.
- b. Make judgements and estimates that are reasonable and prudent
- c. Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees of the Society consist of those members holding an Associate of Honour, and the officers & managers elected annually at the Annual General Meeting. Three additional trustees are elected for a three-year period, at each Annual General Meeting. Each of the six regional groups elects a representative to serve on the Executive committee. This representative has to be confirmed annually.

NATIONAL CHRYSANTHEMUM SOCIETY® LIST OF TRUSTEES

- | | |
|---------------------|--|
| 1. Mr R Brownbridge | President, Literature Manager & Associate of Honour |
| 2. Mr L B Hogg | Chair & General Secretary |
| 3. Mr G Allen | Vice Chair, Promotional Dev't Manager & Midland Group Rep. |
| 4. Mr T A Porter | Associate of Honour & Shows Manager |
| 5. Mr I E Moss | Treasurer |
| 6. Mr R Watson | Floral Manager |
| 7. Mr K Dear | Associate of Honour |
| 8. Mr J Bawden | Associate of Honour |
| 9. Dr G A Barclay | Associate of Honour |
| 10. Mr M Higgins | Associate of Honour |
| 11. Mr D J Pierce | Associate of Honour |
| 12. Dr D Spencer | Associate of Honour & Scottish Group Representative |
| 13. Mrs J Parkes | Western Group Representative |
| 14. Mr A Smith | Northern Group Representative |
| 15. Vacancy | Southern Group Representative |
| 16. Mr R Whiffen | South Wales Group Representative |
| 17. Mr C Parkes | Executive Committee Member |
| 18. Mrs N Hall | Executive Committee Member |
| 19. Mr T Lawrence | Executive Committee Member |
| 20. Mrs D Hogg | Executive Committee Member |
| 21. Mr J Letts | Executive Committee Member |
| 22. Mr V Aldred | Executive Committee Member |
| 23. Mr J Nevill | Executive Committee Member |
| 24. Mr J Peace | Vice Chair & Promotions Manager * Resigned from office w.e.f. 26.3.2022* |

Bankers Co-Operative Bank
Independent Examiner
Registered Office

Solicitors Taylor Bracewell, Doncaster
Bow Accountants
118 Great North Road, Woodlands, Doncaster. DN6 7HT.
<http://www.nationalchrysanthemumsociety.co.uk>

Approval

This report and the Accounts are approved by the Trustees and signed on their behalf by:-



Roger Brownbridge - President



Barry Hogg - Chair

NATIONAL CHRYSANTHEMUM SOCIETY®

TRUSTEES REPORT for 2022

The Trustees present their report and accounts for the year ended 31st December 2022.

TRUSTEES

The Trustees listed previously have served during the year.

Constitution, objects and policies.

The Society is constituted by Deed dated 1846 as adjusted by the AGM in 1997, and its object is to promote the cultivation of chrysanthemums.

This object is achieved by:

1. Promoting the cultivation of chrysanthemums by arranging public exhibitions, shows, conferences, judging courses and lectures. Free cultural advice is available to the general public at all reasonable times.
2. Awarding Certificates of Merit and Medals at the exhibitions of The Society.
3. By issue of such publications as from time to time may be deemed necessary.
4. Keeping a comprehensive register of chrysanthemums regularly updated - to be of benefit to the general public.
5. Generally, to do all such lawful things as are incidental or conducive to the attainment of the above object which shall in the opinion of the Officers and Executive Committee be of benefit to the Society.

The Rules and Byelaws of the Society were amended and unanimously approved at the 2021 AGM, copies of which were sent to all members within the 2021 Yearbook posting.

We have reviewed the achievements of our objectives and activities for the year, to ensure that they remain focused on our charitable aims and continue to deliver benefits to the public. We have complied with the duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

STRUCTURE, GOVERNANCE & MANAGEMENT

The Society has operated with an Executive Committee of up to 23 members, all of whom are or where Trustees of the Society, and one vacancy for the Southern Group Representative. The names of these are detailed previously, the positions include President, Chair, Vice Chair and Functional Managers. The Officers are elected annually, as are three executive members to serve for a fixed term of three years.

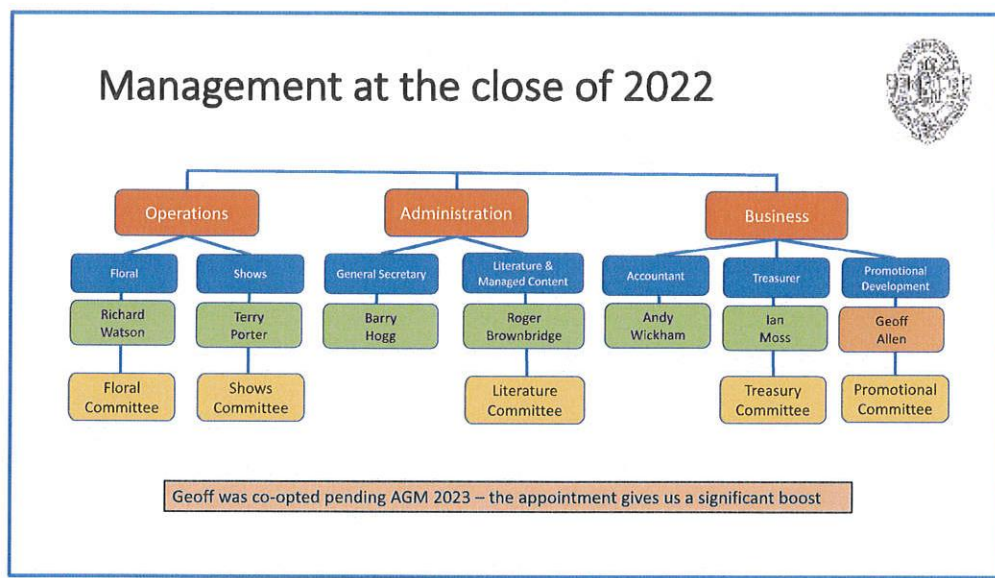
The Trustees actively encourage applications for new trustees from the society's membership who stand for election at the following annual general meeting.

The Society does award an Associate of Honour to members for exceptional service to the Society and these are therefore full voting members of the Executive Committee and trustees of the Society.

The Society has six regional groups, and each of these are permitted to elect one member to serve on the Executive committee.

It is a matter of concern that two members of the Executive Committee have expressed their desire not to stand in 2023 and there have been no nominations received for new members.

Management



INTRODUCTION

Through 2021 the Covid Pandemic necessitated that Management and Executive Committees were conducted virtually. The Committee members expressed their desire to continue with this method of holding meetings going forward as it allowed for more convenient timing of those meetings, whilst also eliminating the need to travel on our increasingly congested motorway network. Utilisation of Zoom also provides the ability to hold meetings at short notice should circumstance demand.

Our trading deficit has increased in 2022 primarily due to a downturn in income as detailed later in the report. The figures detailed in the KPI charts below are subject to the finalised and inspected accounts.

Trading Deficit (Excl. Fund growth & HMRC)			
2019 Actual	2020 Actual	2021 Actual	2022 Forecast
£29k	£28k	£13k	£15k

It is of concern to note a 10% downturn in our fellow's membership category in 2022 – again further details will follow.

Consolidated Memberships (Individual + Affiliated Societies)			
2019 Actual	2020 Actual	2021 Actual	2022 Actual
726	613	630	585
£11.9k	£10.1k	£14.0k	£13.3k

Our two National Shows and most of the Regional Group Shows were safely and successfully staged.

Shows (Exhibitors & Vases)							
2019		2020		2021		2022	
Early	Late	Early	Late	Early	Late	Early	Late
			<i>Virtual</i>				
54 & 307	56 & 538	35 & 298	42 & 412	37 & 312	57 & 587	31 & 233	35 & 586

Our Promotions team delivered yet another Gold Medal at RHS Chelsea. This is the last occasion on which the NCS will be represented at RHS Chelsea. Our thanks should be recorded to all those who have helped in all aspects of the displays over many years.

FINANCIAL REVIEW

You may recall in 2021 we were very fortunate to see the growth in our financial investments virtually cancel out the loss from our charitable activities. In 2022 we were not so lucky however and have recorded a reduction in the net assets of the Society of £27,622; roughly half coming from a reduction in the value of our investments (Mr Moss will explain these in more detail elsewhere) and half from a similar loss in our charitable activities to 2022. This diminution in our resources is roughly 14% (one seventh) of our total at the start of the year.

Let us go through the income/expenditure statement highlighting some of the key points.

Income was down compared to last year in three main areas: membership income fell £1,267 or 9%, gift aid income fell £717 or 72%, and other trading income fell £1,371 or 11%. Membership numbers are given elsewhere in this report and are largely self-explanatory. Gift aid was well down due to us not seemingly keeping records of when the payments have arrived from those signed up persons. We can recover this amount however if the data does become available, HMRC giving a 4-year time limit on claims. Other trading is down in areas such as publication sponsorship, sale of blooms at Stafford, and Chelsea income.

Note in 2023 the National Chrysanthemum Society will not be represented at Chelsea Flower Show, hence a further hit to our finances and public visibility.

Costs were also down, largely due to the saving from the National Show medals being silver plated (save for the best vase and best exhibit). We continue to spend a crippling amount on venue hire at Stafford Showground and a cheaper suitable alternative is long overdue. Number of National Show exhibitors continue to fall (approx. 35 at each show now) and as detailed at last year's AGM, the number of non-exhibitors isn't sufficient to fund the show given the margin we make from each.

Let us hope 2023 is better.

SUPPORT FUND PERFORMANCE & OUTLOOK

The Support Fund continues to manage a substantial proportion of the Society's funds. The strategy of investing a major part of the monies via COIF Charities Funds under professional fund management has been maintained.

At the time of writing (28.2.22) we are the best part of three years on from the first national and worldwide lockdowns brought about by the Coronavirus Pandemic. The effects of the pandemic in both economic and personal terms can hardly have been predicted.

The Global economy, certainly in the developed World, has to all intents and purposes returned to near normality, thanks primarily to the Vaccination programmes. However, as a degree of certainty returned, we were immediately subjected to the next Global crisis with the Russian invasion of Ukraine. Following the invasion in February 2022, the markets felt the full effect of the economic impact of the Russian action, particularly in the first half of the year.

The Ukraine crisis exacerbated further the uncertain start to the year for equities following Central Banks signalling monetary tightening policy in response to an inflation outlook worse than previously thought and this policy was subsequently accelerated and intensified.

As the situation in Ukraine worsened commodity supplies such as food and fuel tightened with resultant inflationary effects bringing about the cost-of-living crisis. Further equity losses resulted in quarter two against this background of soaring inflation.

Bond markets fared even worse than equities given the rising interest rate environment, because bond price moved inversely to yields, resulting in capital losses. Returns from fixed interest assets as a whole were the weakest for the first half of the year since records began, with the UK Gilts market down by circa 15% in the period.

Domestically, the main event of the year was the death of Her Late Majesty Queen Elizabeth II. For the vast majority of the British people this brought about the unprecedented event of a change of Monarch, as the constant figure throughout their lives left the stage.

A turbulent year was experienced in British politics with the unique spectacle of the governing party having three Prime Ministers in the same year. The Johnson era ended (for now?) on the back of Partygate, the Pincher affair and numerous other credibility crises.

Liz Truss was then elected as P.M. by the Conservative membership, and we were then treated to "Trussonomics" in tandem with the Chancellor, Kwasi Kwarteng. The resultant reaction of the markets to this policy resulted in the removal of both with the P.M. resigning after a period in office only slightly longer than that of the late, great Brian Clough at Leeds United!

The appointment of Rishi Sunak resulted and following the burial of "Trussonomics" by his Chancellor, Jeremy Hunt, a period of stability appears to have been restored and indeed he appears to have succeeded in resolving the Brexit issues surrounding the Northern Ireland protocol, subject to the approval of the DUP and ERG.

The UK economy is of course subject to all of the issues outlined above albeit it may yet follow that matters improve in the relationship with our European neighbours.

For a full outline of the economic and social effects of the above on both domestic and international financial markets reference can be made to the CCLA Investment Management Ltd website at www.ccla.co.uk

Outlook For 2023

A major factor will of course be the continuing issue of the Russian invasion of Ukraine. It would appear that the markets are getting used to the "new norm" of the situation given the stabilisation throughout the second half of 2022. That said any escalation beyond the borders of Ukraine to threaten a NATO country, or the use of tactical Nuclear weapons would be potentially catastrophic.

Inflation is predicted by the IMF to reduce in 2023 and reduce further in 2024 against the background of continuing monetary policy.

The ability to control the Coronavirus Pandemic remains critical with vaccination seeming the only reliable way forward. Even then it appears to be generally accepted that Coronavirus will be endemic amongst the World's population and that we face a battle against numerous potential variants going forward. An annual vaccination programme along the lines of Influenza seems likely to continue.

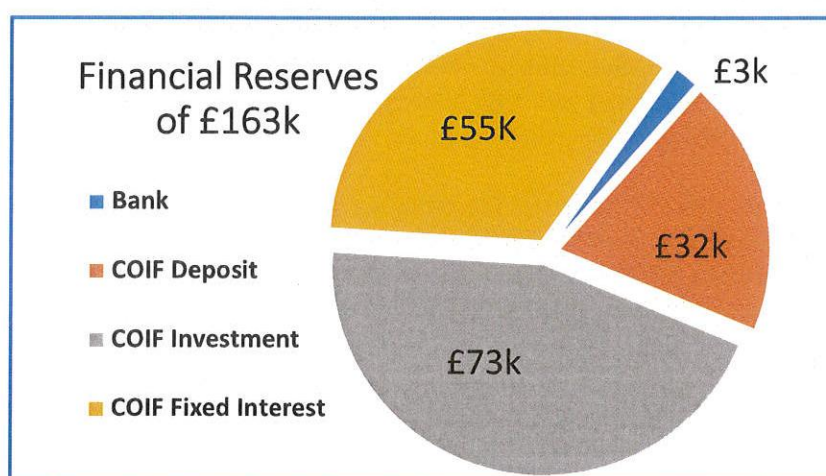
We can take comfort in our strategy of the Support Fund monies being predominantly under professional management with the inherent ability to invest the funds diversely as required.

The Support Fund has recorded a poor performance in 2022. A deficit position of £28069 (2021 surplus £4586) has resulted after increased support to the main fund of £15000 (2021 £4750). This represents a diminution in the fund of 14.68%. The support to the main fund was provided for cash flow purposes and the increase reflects the renewed reliance on the Support Fund for cash flow support given that the Egerton Fund has been exhausted, this having been relied upon previously to cover primarily the cost of show hall hire. The performance of the main components of the investment portfolio are summarised as follows: -

COIF Deposit Fund – Interest paid during the calendar year totalled £378 at an average interest rate of 1.22% (2021 £6 - average rate 0.015%).

COIF Fixed Interest Fund – Capital reduction of £6162 has been recorded at a rate of -10.12% (2021 reduction of £2572 at -4.05%).

COIF Investment Fund – Capital reduction of £7230 has been recorded at a rate of -9.00% (2021 growth of £11900 at 17.39%).



Whilst the financial performance of the Support Fund in 2021 was poor it is appropriate in line with investment policy to look at the performance over the last five-year period. The relative returns are as follows: -

	2018	2019	2020	2021	2022	Cumulative Return
Fixed Interest Fund	-0.3K	3.6K	4.0K	-2.6K	-6.2K	-1.5K
Investment Fund	0.3K	11.0K	6.1	11.9K	-7.2K	22.1K

A rudimentary return figure of circa 16.0% overall is a fair reflection of performance over the period of five years.

Whilst many global uncertainties remain going forward, it is fair to say that the majority of the reduction in the investments took place in the first half of the year with a degree of stability restored in the second half. Hopefully this trend can continue into 2023.

Close and prudent management will need to be maintained in order to protect the overall financial position of the NCS. The Support Fund trustees continue to liaise with the NCS executive with a view to supporting projects thought to be beneficial to the NCS Charity and Membership.

Historic movement in Support Fund

The table below is included to illustrate the end of year Support Fund position as appropriate:

	2022	2021	2020	2019	2018	2017	2016	2015
Total Funds on 1 Jan.	163k	186.5k	187.5k	187.4k	198.3k	216.5k	225.7k	247.7k
To NCS main fund	15k	4.8k	11.2k	15.0k	11.2k	25.7k	22.4k	24.7k
Surplus/Deficit	-28k	4.6k	-1.0k	0.1k	-10.9k	-18.2k	-9.1k	-22.0k

MEMBERSHIP REVIEW

2021 saw a new Membership Administration system established, and the new membership policy has established clear demarcation points for each calendar year. Subscription rates were held for 2022 and the revised rates for 2023 were agreed in quarter one this year and have been increased to account for the effects of inflation and increased postal costs. The revised rates are tabulated below: -

Subscription Rates for 2023

Our financial year aligns with the Calendar Year and therefore our membership year is also the calendar year.

Membership category	Subscription rate - 2023
Patron	£33
Family	£33
Fellow	£22
Overseas Fellow	£44 (i.e.: - extra £22 to cover p&p)
Junior (under 16)	Free
Affiliated Society	£22
Overseas Affiliated Society	£44 (i.e.: - extra £22 to cover p&p)

The subscription rates for 2024 will be reviewed during the second quarter of 2023.

It is disappointing to see an overall drop in memberships of circa 7% (630 to 585.) with the largest fall being seen in the "fellows" of circa 12% (319 to 278).

It was pleasing to see that the fall in Affiliated Society memberships has slowed compared to 2021, this year down by 6 to 142 being a reduction of 4%.

Our efforts to improve both recruitment and retention, through adding a Members Only Facebook page (NCS175) which marked the Society's 175th anniversary and a program of Winter Lectures continue.

To underpin these new membership benefits, all Members were again issued with a unique Membership Number with the 2021 Yearbook.

Included below is a tabulation showing the movement in membership figures alongside the consolidated memberships totals:-

Year	Consolidated Memberships	Individual Memberships	Affiliated Societies
2010	1477	1116	361
2011	1361	1028 (-88)	333 (-28)
2012	1227	927 (-101)	300 (-30)
2013	1143	865 (-62)	278 (-22)
2014	1043	776 (-89)	267 (-11)
2015	964	712 (-64)	252 (-15)
2016	893	658 (-54)	235 (-17)
2017	851	631 (-27)	220 (-15)
2018	786	574 (-57)	212 (-8)
2019	726	522 (-52)	204 (-8)
2020	613	450 (-72)	163 (-41)
2021	630	482 (+32)	148 (-15)
2022	585	443 (-39)	142 (-6)
2020 Patrons @ 71, Fellows @ 312, Family @ 59, Junior @ 3 & Life @ 5 = 450 Consolidated membership revenues for 2020 amounted to £10.1k			
2021 Patrons @ 94, Fellows @ 319, Family @ 59, Junior @ 3 & Life @ 7 = 482 Consolidated membership revenues for 2021 amounted to £14.0k			
2022 Patrons @ 93, Fellows @ 278, Family @ 64, Junior @ 3 & Life @ 5 = 443 Consolidated membership revenues for 2021 amounted to £13.3k			

SOCIETY REVIEW (based upon Project 2020)

2021 and 2022 needed to see a significant reduction in the Trading Deficit, the 3 Year Plan (3YP) and 5 Year Forecast (5YF) chart from the 2020 Business Plan (below) shows that our efforts under the Affordability and Value for Money Workstreams bettered expectations, albeit we note the increase in trading deficit for 2022 of circa £2K and foresee a delay to the projected 2023 benefits related to a change in Show venue :-

Project 2020 3 Year Plan & 5 Year Forecast KPI's (Adopted Q4 2020)



Measure	2019	2020	2021	2022	2023	2024	2025
Trading Deficit	£29k	c. £21k	£17k	£15k	£10k	£4k	£5k
Actual Trading Deficit	£29k	£28k*	£13k	£15k			
Total Revenue from all Memberships	£12k	£11k	£14k	£13k	£12k	£11k	£10k
Actual Revenue from Memberships		£11k	£14k	£13k	**		
Reserves at year end - ***	£219k	£175k	£158k	£143k	£133k	£129k	£124k
Actual Reserves at Year End		£187k	£191k	£163k			
All Memberships incl. Affiliations	726	613	593	520	475	440	404
Actual Membership		613	630	586			

Key drivers of change

2020 – Loss of Late Show due to Covid.....Key risks, Admin consolidation & Accounts closure

* Without the loss of the 2020 Late Show, the Trading Deficit would have been c.£39k

2021 – Affordability Workstream & £2k Cap-Ex.....Key risks, Membership uptake & management resource

2022 – Benefits of VFM Workstream.....Key risks, Membership uptake & results of VFM

** Subscription fees have been raised by 10% for 2023 & 2024

2023 – Benefits of a new Show venue/s.....Key risks, Initial Cap Ex req'd & Membership Revenue

*** The quality of our assumptions and market sensitivity will always pose an opportunity &/or threat

Please note that **2020** was a year of consolidation and Covid.

- We had resolved a £8k year on year roll over of costs, which worsened the deficit.
- However, the loss of the Late Show due to Covid had saved £10k, significantly reducing the deficit.
- Combining these two elements resulted in the underlying 2020 deficit being improved by £2k.

The main drivers of the **2021** reduction were:-

- 25% increase to Membership (fees & growth) gave £4k.
- Cessation of Gentech saved at least £3.5k
- Commitment to Gift Aid gave £1k and will undoubtedly lead to more.
- Sponsorship gave £4k.
- Donations gave £1.2k
- In house Financial Management saved £2k
- Reductions in Honoraria saved £2.75k

The main reasons for the **2022** increase have been:

- Fall in membership income of £1267(9%)
- Reduction in Gift Aid income of £717(72%) – recoverable – see comments under Financial Report 2023
- Trading income down £1371(11%) including no income from the Late show as we were the only attendees to the showground last year.

Undoubtedly, some of the improvements have materialised slightly sooner than anticipated, but we do have significant need and scope from the now pressing Affordability and VFM work around our two Shows.

Whilst the improvements to the trading deficit are very pleasing, we must note that our trading deficit is still exceeding our Consolidated Membership revenues (2022 exceeded revenues by £2K). Given that the combined costs of our two shows is £17k+ (after savings from reduced medal costs), reducing this cost is vital to getting closer to breakeven, we must also link this to the need to see promotional benefit in terms of footfall. Our Shows Manager is presently in negotiations to find an alternative venue for the 2024 Early show at much reduced cost, however a Late Show solution remains elusive.

Through 2021 the Society needed to establish new Financial Administration and Accounting systems, these are now in place and provide month on month reporting and forecasting. The upkeep and continuity of these systems are vital to the sustainability of the Society.

The dual impacts of our improved financial systems and the actual year end results mean that Financials can no longer be regarded as our biggest threat. The establishment of the Treasury Committee during 2021 has added a much-needed level of Financial Governance.

Our early work on Project 2020 established demarcation between calendar years for both financial transactions & Memberships. Our main sustainability threats are still people based and will certainly need attention in the coming year or two:-

- The Executive Management Team is small and needs succession plans, especially on key roles.
 - There are specific skills to be considered and the need for “knowledge management” to protect the future of the Society is becoming increasingly apparent.
- Our Society is understandably Show centric, Exhibitor numbers are reducing.
 - With that the scale of our Shows will need to be reviewed and addressed.
 - In terms of “knowledge management” for future generations of exhibitors, it is pleasing to note that NCS175 continues to build a valuable archive of videos from various exhibitors detailing their progress through the growing year.

The original (baseline) Project 2020 **SWOT Analysis** is still worthy of reflection, we can see that some areas of concern have been improved, whilst others are now due similar attention-

Strengths, Weaknesses, Opportunities & Threats	
<ul style="list-style-type: none"> • Strengths <ul style="list-style-type: none"> • c.500 members • c.£200k reserves • Historical National Society with clear objectives • Regional Group Structure • Great value for Exhibitors money • The good promotional work done to date • Opportunities <ul style="list-style-type: none"> • To refresh our ambition • 2 years to deploy a cohesive strategic plan • Leveraging the RHS • The what & how of communications • Time to de-risk necessary changes • Develop recruitment and fundraising strategies 	<ul style="list-style-type: none"> • Weaknesses <ul style="list-style-type: none"> • Sustainability - Scale of losses • Sustainability - declining Membership • Sustainability - declining Exhibitor numbers • Succession planning at Management level • Exhibitors spoilt by Westminster then Stafford • Recruitment & Fundraising • Threats <ul style="list-style-type: none"> • Affordability and then demonstrable VFM • Workload of the few • Looking back rather than forward – what's gone is gone • Age profile of exhibitors and membership • Sacred cows and piece meal steps • Sparse show halls that lead us to extinction!
09/10/2020	NCS Confidential 10

Financial sustainability, in the 2020 and 2021 reports we stated that this would be measured by our assumptions and plans demonstrating viability over a rolling ten-year horizon, and to do this we would need to ensure that future budgets whilst showing a deficit cannot continue to be multiples of membership revenue.

Therefore, it is pleasing to see that our 3YP & 5YF (shown on page 10) remains viable – as such a trading deficit of £10k (as per the 3YP) will be adopted as the 2023 budget pending a review of individual business unit budgets during Q2 2023. Our Reserve funds are expected to exceed £163K on 31.12.22 and further underpin the 2020 Business Plan and its rolling ten-year horizon. The previous comments refer to the performance of the support fund in 2022 and the effects of global factors on the return on our investments. However, comfort can be taken with reference to the performance overall over the previous five-year period.

The business plan for the 2020's, that was produced and agreed over two years ago remains valid and has not been re-written. It was based on a Business Unit approach and contained several key assumptions, the correlation of actuals versus the 'first cut' budget for 2021 and 2022 has been pleasing. Some lessons have been learned and improvement points noted, however, it is vitally important that those same assumptions are addressed and monitored as we move forward into 2023.

These key assumptions will all need to be diligently addressed in order to maintain the status quo let alone deliver on our 3 Year Plan, 5 Year Forecast and overarching objective:-

- Memberships, the 2021 growth of 7% was encouraging, but having seen decades of decline, it seems we have reverted to a 10% reduction as per the Project 2020 worst case model.
- The 2021 introduction of the Recruitment and Retention staircase provided structure to our ambitions, but it is still clear that some steps are more developed than others, serious commitment is required and most importantly ownership.
- Cost is now the key driver for a change of show venue, we must free up funds to support much broader Promotional campaigns.
- After years of relative stability, inflation is a real threat and again vigilance will be required.

Organisational Reform, as per the notice posted within the 2022 Panorama publication, it was felt that there were issues of concern within the society that made the move to organisational reform untenable at that time. These issues remain and late last year the Treasury Committee put some time into considering the threats and risks appertaining to the future of our society.

The result of that work was the production of a table of priorities to address those risks together with suggestions for the mitigation actions required.

This document is to be utilised within the Management team and Executive Committee to help prioritise our work as we move forward. As such it provides a useful management tool.

It should be noted that at the present time no further consideration is being given to organisational reform.

In summary, having improved our financial outlook and without becoming complacent about the financials, the Executive will need to focus upon the obvious recruitment & retention-based challenges i.e.: - members, exhibitors, judges, & managers and for that they will need to develop strategies & plans.

Business Development

The former duties and responsibilities of the Business Development Manager were dispersed amongst the remainder of the Management team following the completion of the Project 2020 work.

The role of the Business Development Manager has therefore been discontinued.

Literature & Managed Content

The revised publication format to members continued in 2022 with two very successful circulations of the Year Book and Panorama 2022 both very well received by members.

This year saw the first e-book published by the Society kindly written by Ivor Mace and this has been downloaded in numerous countries world-wide thereby enabling the Society to further publicise the growing and showing of the chrysanthemum. It is hoped to continue to develop our e-publication capability with further such publications in the years to come.

Our members only benefits of a Zoom based **Winter Lectures** program which attracts c.70 members at each session and **NCS 175** FaceBook page now has around 190 members actively viewing a total of around 125 cultural videos giving a free additional service to members.

It is also worthy of note that NCS 175 and Instagram pages are acting as an archive of information for the future for members as well as additional free services.

Shows Report

Early National

Our early show this year was again in the Bingley Hall Annex on the weekend of 10th & 11th September, and had The Gladiolus Society attend, along with ourselves. Stafford Borough also held their show in conjunction with ours.

The schedule for this year followed on from that established in 2020 with a reduction in classes, and we again only used four runs of tiered staging for the exhibits. Growing was a challenge this year due to the hot weather and low rainfall, so we missed some of our regular exhibitors. Numbers of exhibitors and exhibits were down, but the standard was again very high in many of the classes, and most trophy classes had exhibits.

The Society classes are again of concern with only Stoke on Trent entering any of the main Society classes.

Late National

The late show was on Friday November 4th & Saturday November 5th in the Prestwood centre. The number of exhibitors was virtually the same as last year, and again the majority staged their flowers. The season again proved challenging, with flowers running late, but entries were good in most classes, and quality was again good. It was nice to see entries in most of the trophy classes, we did miss the large single championship, but it was pleasing to see an entry in the Late spray championship. The Large Exhibition classes were exceptionally good. As with the Early show the shortage of society entries is very disappointing. We only had one Society enter again this year.

At the late show, we had a reduction in classes as proposed for last year's show, and we reduced the staging to four sets and demonstrated that there would now be sufficient room to house the show and the staging all in one hall.

Shows Finance

While we are still at Stafford the Shows will continue to be a high cost for the Society, due to the hire cost of the venue, even though we do receive considerable discount from being there for many years. This year there was a large increase in heating and lighting costs, but we were able to avoid putting any heating on at either show, but the lighting cost is high.

There is very little income from either of the shows, as we no longer have volunteers running fund raising activities, such as the whisky draw, and refreshments. Due to the low attendance from the paying public at both shows, we do not now charge admission. We no longer pay for show advertising.

The cost of the shows, including medals in 2021 was nearly £21,000, and this year the overall cost is down to approx. £17,000, mainly by the saving in Medal costs.

We did manage to sell blooms to the members from the Stafford Borough at the Early show, together with those from the Antiques Fair. With the Late Show in 2022 we were the only booking on the Showground, and there was no sale of flowers, and the café was not open due to the low numbers in the showground.

As was agreed at an executive meeting all the show medals, except those for the Bentley and the best vase in the 2022 Early and Late Nationals are silver plate medals. This is to be confirmed at the 2023 AGM. This reduced the medal costs of the two shows by nearly £4,000.

Future of the Shows

We are proposing to be at Stafford next year for both National shows, but we still need to review our show locations. Stafford is a very central location in the country, and we are seeking to keep the shows in the same central location as far as is possible.

The late show is the most challenging as it is late in the year, away from times when the public are visiting venues. We have looked at other venues, but we do need indoor accommodation at this time of year. The 2023 Late show will be at Stafford, but we are reducing the space booked. Those that attended the 2022 show will realise it was laid out in a way that the show and the staging could all be housed in the one Hall. Therefore, only the Prestwood has been booked for next year saving several thousand pounds in booking fees. There will also be a considerable reduction in the heating and lighting charges. If the Stafford show ground can find an alternative booking for the Prestwood and Argyle halls, then we will move into the Sandyland Hall. This would give the benefit of other users on the showground, and hopefully we may get more visitors to see the flowers and make it viable for the café to open. We are still looking at other attached costs such as security requirements.

We are in discussions with the RHS to look to our Early show being held in the New RHS Garden at Bridgewater, Nr Manchester. The RHS are keen to see our Society re-establish the close associations that we had in the past. The challenge at present is to be able to secure a large enough area to hold the show. The Marquee that the RHS already owns, and the indoor areas would make housing the show very challenging, but we are still in the early stages of discussions.

The show would be a great benefit to RHS members attending the gardens, and it would mean we could have visitor numbers in the thousands. Some changes will be necessary, and we may need to consider returning to the staging taking place in the aisles of the exhibition halls. Having a separate staging area is ideal but is becoming a luxury that we cannot afford. When at the Westminster Halls, it was common practice to stage your blooms in the aisles. Hopefully we will have more news in time for the 2023 Yearbook.

Promotional Development Report

It has been a particularly difficult year following the resignation of the previous Promotions Manager and the loss of the Business Development Manager at last year's AGM.

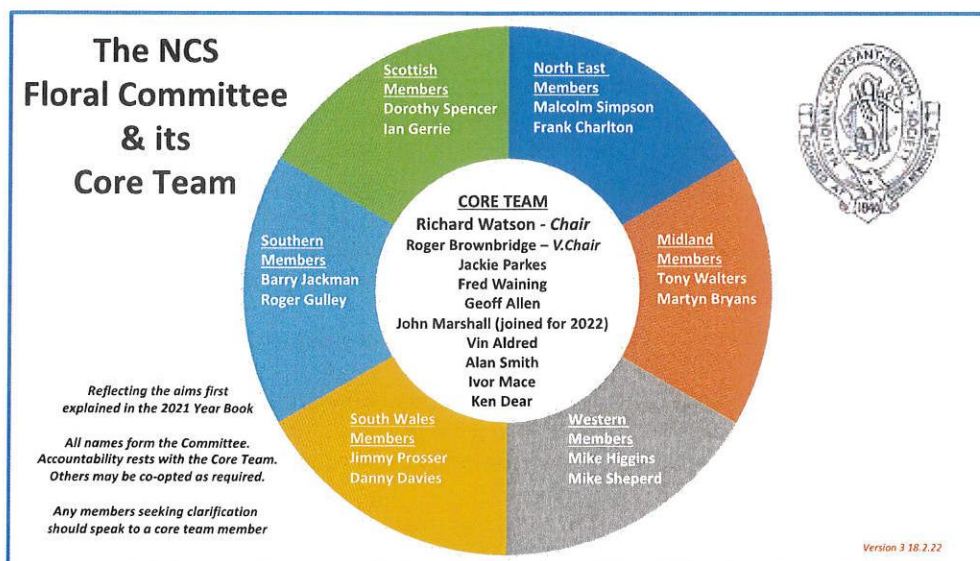
The positions have been merged and we now have a Promotional Development Manager in situ, who with a fresh perspective, is getting up to speed with the issues and opportunities.

Work is underway with respect to the contemporaneous delivery of our unmanaged content across the various NCS platforms. Matters have been further complicated by the sad and untimely passing of our webmaster, but progress is now being made toward accessing the security codes for the website.

Having had several months to develop an understanding of the opportunities and challenges, our new Promotional Development Manager is looking forward to moving matters along during 2023.

Floral Committee

In 2021, we established a Core Team within the Floral Committee and continue to work towards improving accessibility to, and perceptions of, the Committee and its duties. Positive results are now evident.



Floral meetings have been held at the National Shows, Group shows & other venues (sub committees) as required throughout the year.

The figures for 2022 registrations and releases showed a slight increase on recent years.

19 new cultivars were registered compared with the 8 registered in 2021.

The 2022 registrations consisted of 4 early disbuds, 2 early sprays, 1 October intermediate 1 large exhibition, 2 medium exhibition, 1 reflex (4b), 2 late singles (7b), 4 anemones (6b), 1 fantasy 10c & 1 section 30 (any other type)

The Floral Committee confirmed that the Floral Registration Meetings at the National Shows would continue take place at 1.30 pm. on the opening day of the show.

Full details of the cultivars registered during the year can be found in the 2022 Panorama.



CHARITY COMMISSION FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name

The National Chrysanthemum Society

**On accounts for the year
ended**

31 December 2022

**Charity no
(if any)**

248484

Set out on pages

17-23

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 December 2022

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

Robert Bowden

Date:

24-03-2023

Name:

Robert John Bowden – B-Tax Accountants Ltd

**Relevant professional
qualification(s) or body
(if any):**

FCCA – 0977455

Address:

10 Brooklands Court, Kettering, Northants, NN15 6FD

The National Chrysanthemum Society
Statement of Financial Activities
Year ended 31st December 2022

Nominal

	Income	Note	General Fund £	Support Fund £	2022 £	2021 £
L280	Donations and legacies		998	-	998	1,264
	<i>Income from charitable activities</i>					
L260	Affiliation Fees		2,728	-	2,728	2,819
	Subscriptions		9,857	-	9,857	10,767
	<i>Income from other trading activities</i>					
	Charitable trading income - items for resale		3,286	-	3,286	2,949
	Early show		438	-	438	589
	Late show		20	-	20	503
L310	Investment Income	3	-	385	385	6
	Other income	4	7,348	-	7,348	9,139
	Total income		24,675	385	25,060	28,036
	Expenditure					
	<i>Costs of raising funds</i>					
	Costs of goods sold		4,162	-	4,162	2,244
	<i>Expenditure on charitable activities</i>					
	Shows and exhibitions		17,051	-	17,051	20,888
	Other expenditure		18,109	60	18,170	18,363
	Total expenditure	5	39,323	60	39,383	41,495
	Net Expenditure before gains and losses on investments		- 14,647	325 -	14,323 -	13,459
	Transfer between funds		15,000 -	15,000	-	-
	Net gains on investments		- -	13,392 -	13,392	9,333
	Net movement in funds		353 -	28,067 -	27,714 -	4,126
	Reconciliation of Funds					
	Funds at 1st January 2022		6,401	191,167	197,568	201,694
	Funds at 31st December 2022		6,754	163,100	169,854	197,568

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure is derived from continuing activities.

The notes on pages 10 to 14 form part of these accounts

Balance sheet
Year ended 31st December 2022

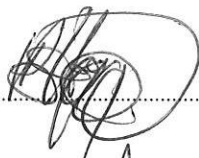
	Notes	£	2022 £	£	2021 £
Fixed assets					
Tangible assets	6		208		-
Investments	7		<u>160,106</u>		<u>191,418</u>
Total fixed assets			<u>160,314</u>		<u>191,418</u>
Current assets					
Stocks		9,578		5,236	
Debtors	8	4,193		4,364	
Cash at bank and in hand		<u>24,141</u>		<u>13,165</u>	
Total current assets		<u>37,912</u>		<u>22,765</u>	
Liabilities					
Creditors falling due within one year	9	- 28,372		- 16,615	
Net current (-liabilities)/assets			9,540		6,150
Total assets less current liabilities			<u>169,854</u>		<u>197,568</u>
The funds of the charity					
Unrestricted funds	10		<u>169,854</u>		<u>197,568</u>
Total charity funds	11		<u>169,854</u>		<u>197,568</u>

Signed as officers of the Society

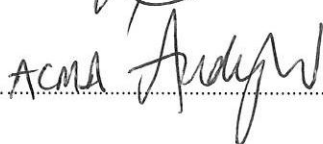
R Brownbridge, President.....



B. Hogg, Chair



A Wickham, Accountant.....



Date

The notes on pages 19 to 23 form part of these accounts

The National Chrysanthemum Society
Notes to the accounts
Year ended 31st December 2022

1 Statutory information

The National Chrysanthemum Society is a charity which is registered in England and Wales number 248484.

The registered address of the society is:

118 Great North Road

Woodlands

Doncaster

S Yorkshire

DN6 7HT

2 Accounting policies

2.a Basis of preparation and assessment of going concern

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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 102 and the Financial Reporting Standard applicable in the UK (FRS 102).

The trustees consider that there are no significant uncertainties about the society's ability to continue as a going concern.

The society constitutes a public benefit organisation as defined by FRS 102.

2.b Funds structure

The society's funds consists of a general fund and a support fund.

The support fund is a unrestricted fund which has been designated by the trustees for expenditure of a specific purpose

Unrestricted income funds such as the general fund comprise those funds which the trustees are free to use for any purpose in furtherance of the charities objects.

2.c Income recognition

Income is recognised in the statement of financial activities when:

- the charity becomes entitled to the resources

- the trustees are virtually certain they will receive the resources

- the monetary value can be valued with sufficient certainty

Subscriptions and affiliation fees are accounted for on the accruals basis, and 25% are shown net of value added tax in accordance with H M Revenue and Customs directive.

Legacies are accounted for when the funds are received.

Trading income, income from shows and investment income is accounted for when received.

Other income, including income from donations is accounted for when it is received.

2.d Expenditure recognition

Expenditure is accounted for when the society has a legal or constructive obligation to pay out resources.

All expenditure is accounted for on the accruals basis.

Governance costs include costs of the examination of the accounts, trustee meetings, and any professional advice given to the trustees.

2.e Tangible fixed assets

Fixed assets are recorded at valuation, cost or, in cases where fixed assets have been donated to National Chrysanthemum Society, at valuation at the time of acquisition.

Depreciation

Depreciation has been provided at the following rates in order to write down the cost or valuation, less estimated residual value of all tangible fixed assets, with the exception of freehold land, by equal annual instalments on a reducing balance method over their expected useful lives.

Furniture and equipment 25%

2.f Leasing

Assets held under finance leases and hire purchase agreements are capitalised in the balance sheet at their fair value and depreciated over their useful lives. The interest element of lease payments represents a constant proportion of the capital balance outstanding and is charged to the profit and loss account over the period of the lease.

All other leases are regarded as operating leases and the payments made under them are charged to the profit and loss account on a straight line basis over the lease term.

2.g Investments

Quoted investments are valued at the mid market price at the close of business at the year end.

Unquoted investments are valued by the Trustees after taking appropriate professional advice.

Unitised investments are valued at the average of the bid and offer prices or if the bid price is not available, by adjustment to the offer price.

2.h Stock

Stocks are stated at the lower of cost and net realisable value.

	<u>2022</u>	<u>2021</u>
	£	£
3 Investment income		
Interest received	385	6
	<u>385</u>	<u>6</u>

All investment income is derived from UK based investments.

4 Other income	<u>2022</u>	<u>2021</u>
Chelsea	7,075	8,149
Gift Aid	273	990
	<u>7,348</u>	<u>9,139</u>

5 Total resources expended

	<i>Items for Resale</i>	<i>Shows & exhibitions</i>	<i>Governance costs</i>	2022	2021
Medals and DVDs and books	3,716	2,382	475	6,573	8,501
Gentech 2020 accrual written back	-	-	-	-	1,785
Equipment maintenance & hire	-	-	880	880	880
Chelsea Costs	-	5,751	-	5,751	5,246
Early Show	-	8,364	-	8,364	7,704
Late Show	-	6,306	-	6,306	6,969
Honoraria to Trustees	-	-	2,500	2,500	2,700
Postage	446	-	1,920	2,366	3,525
Printing and stationery	-	-	4,902	4,902	5,848
Insurance	-	-	309	309	294
Examiners fee	-	-	275	275	275
Accounting Software	-	-	382	382	268
Depreciation	-	-	-	-	-
Website & computer	-	-	350	350	700
Bank charges	-	-	171	171	120
Subscriptions & donations	-	-	35	35	35
Meeting expenses	-	-	96	96	180
Sundry expenses	-	-	123	123	35
	<u>4,162</u>	<u>22,802</u>	<u>12,419</u>	<u>39,383</u>	<u>41,494</u>

6 Tangible Fixed Assets

	<i>Furniture & Equipment</i>	Total
	£	£
Cost		
At 1st January 2022	18,725	18,725
Additions	208	208
Disposals	(2,062)	(2,062)
At 31st December 2022	<u>16,871</u>	<u>16,871</u>
Depreciation		
At 1st January 2022	18,725	18,725
Charge for the year	-	-
On disposals	(2,062)	(2,062)
At 31st December 2022	<u>16,663</u>	<u>16,663</u>
Net book value		
At 31st December 2022	<u>208</u>	<u>208</u>
At 31st December 2021	<u>-</u>	<u>-</u>

7

Investments

2022

2021

Investments are made up as follows:

Listed investments		
COIF Deposit Fund	7,506	9,854
COIF Fixed interest fund	54,740	60,902
COIF Investment Fund	73,115	80,345
COIF George Gray	11	3,285
COIF Promotion	15,747	15,747
COIF Contingency	1,000	1,000
COIF Future Developments	5,000	10,000
COIF Publications	2,931	2,931
COIF Shows	56	3,056
COIF Charity account	0	4,298
	<u>160,106</u>	<u>191,418</u>

The investments are shown at the current market value at the balance sheet date.

8	Debtors	2022	2021
		£	£
	Other debtors	3,377	3,345
	Prepayments	816	1,020
		<u>4,193</u>	<u>4,364</u>

9	Creditors: amounts falling due within one year	2022	2021
		£	£
	Subscriptions in advance	4,331	2,152
	Trade creditors	18,108	10,240
	Accrued expenses	5,933	4,223
		<u>28,372</u>	<u>16,615</u>

10	Analysis of net assets between funds	General funds	Support Funds	Total Funds
	Fund balances at 31st December 2022 as represented by:			
	Tangible Fixed Assets	208	-	208
	Investments	0	160,106	160,106
	Net current assets	9,540	-	9,540
	Total Net Assets	<u>9,748</u>	<u>160,106</u>	<u>169,854</u>

11 Analysis of movement in funds

	1.1.2022	Income	Expenditure	Gain/loss	Transfers	31.12.2022
General fund	6,401	24,675	- 39,323	-	15,000	6,754
Support fund	191,167	385	- 60	- 13,392	- 15,000	163,100
	<u>197,568</u>	<u>25,060</u>	<u>- 39,383</u>	<u>- 13,392</u>	<u>-</u>	<u>169,854</u>

12 Leases

The charity is committed to payments totalling £880 per annum for the leasing of copying equipment for the forthcoming year.

13 Trustees remuneration

Provision is made for the following to receive honoraria.

B Hogg	1,500
T Porter	600
J Peace	200
R Watson	200
	<hr/>
	2,500

14 Trustees expenses

During the year the Society reimbursed the following Trustees expenses:

G Allen	89
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for an annual Zoom licence

15 Related party transactions

The trustees confirm that there were no other related party transactions during the year.

