

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

England & Wales · Charity number 289581

Details

Status Registered

Legal form Charitable company

Company number [01817702](#)

Registered 1984-06-12

Register [View on the Charity Commission register](#)

Contact

Address Norfolk Showground
Dereham Road
New Costessey
Norwich
Norfolk
NR5 0TT

Phone 01603 748931

Email info@rnaa.org.uk

Website www.rnaa.org.uk

Activities

Objects: (A) TO PROMOTE IMPROVEMENT IN THE BREEDING OF LIVESTOCK AND PLANTS, IN THE INVENTION AND IMPROVEMENT OF AGRICULTURAL MACHINES AND IMPLEMENTS, IN THE ENCOURAGEMENT OF SKILLS IN AGRICULTURE, HORTICULTURE, FORESTRY, PISCICULTURS, RURAL CRAFTS AND ALLIED SYSTEMS OF HUSBANDRY AND THE DEVELOPMENT OF ALL SYSTEMS , TECHNIQUES, METHODS OR PROCESSES CONNECTED THEREWITH;(B)TO ENCOURAGE AND PROMOTE AGRICULTURAL SCIENCE, RESEARCH AND EDUCATION, INCLUDING IN RELATION TO FOOD, FARMING AND THE COUNTRYSIDE; AND (C)TO ADVANCE AND ENCOURAGE THE PROTECTION AND SAFEGUARDING OF THE ENVIRONMENT

Activities: TO PROMOTE, THROUGH THE ROYAL NORFOLK SHOW AND OTHER EVENTS, THE IMAGE, UNDERSTANDING AND PROSPERITY OF AGRICULTURE AND THE COUNTRYSIDE. TO BRING PEOPLE AND BUSINESSES TOGETHER THROUGH A RANGE OF INSPIRING EVENTS PROMOTING FOOD, FARMING AND THE COUNTRYSIDE.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, Animals, Environment/conservation/heritage, Other Charitable Purposes
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Cambridgeshire
- Norfolk
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£4,012,220	£3,470,049	£7,500,283	20
2023-12-31	£3,036,413	£2,999,902	£6,965,857	19
2022-12-31	£2,887,003	£2,704,382	£6,894,552	18
2021-12-31	£1,330,992	£1,234,430	£6,775,863	10
2020-12-31	£531,739	£1,235,718	£3,484,670	15

Trustees

Name	Role	Appointed
Robert Collison Alston	Chair	2016-04-26
Andrew Spinks		2022-04-21
Christopher Nix		2025-07-10
Dr Catherine Richards		2021-09-23
Dr Jonathan Howard Clarke		2021-09-23
Emily Norton		2023-04-20
LAURIE ANGUS JAMES PATERSON HILL		2023-04-20
Michael Alfred Harrowven		2025-01-02
Simon James Hickling		2020-09-24

Accounts

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

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ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2024

Trustees	R C Alston C E Savory FCA (resigned 18 April 2024) L Lockhart N J Dulieu FCCA (resigned 9 January 2024) S J Hickling MVO Dr J H Clarke Dr C M Richards A Spinks L A J P Hill ACA E Norton M A Harrowven (appointed 2 January 2025)
Company registered number	01817702
Charity registered number	289581
Registered office	Norfolk Showground Dereham Road Norwich Norfolk NR5 0TT
Company secretary	J D Betts
Key management personnel	M A Nicholas MBE DL (Managing Director) R Greenacre (Commercial Director) J D Betts (Financial Controller)
Independent auditors	MA Partners Audit LLP Chartered Accountants & Statutory Auditors 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Lloyds Bank plc 3 Queen Street Norwich NR2 4SG Scottish Widows Bank plc 67 Morrison Street Edinburgh EH3 8YJ
Solicitors	Howes Percival 1 Bedding Lane Norwich NR1 3DW

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Investment managers	Barratt & Cooke 5 Opie Street Norwich NR1 3DW
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ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Board of Trustees, who are also Directors of the Charity for the purposes of the Companies Act, present their Annual Report together with the audited Financial Statements of the Royal Norfolk Agricultural Association (RNAA) for the 1 January 2024 to 31 December 2024. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The principal objectives of the RNAA are the promotion of improvements in the breeding of livestock and plants; the invention and improvement of agricultural machines and implements; the encouragement of skills in agriculture, horticulture and allied systems of husbandry; and the encouragement of agricultural science, research and education. The principal activities and policies adopted to aid the objectives are the organisation of the Royal Norfolk Show at the Norfolk Showground in Costessey, and pursuit of the objectives by way of other activities including events and initiatives that encourage improvement in agriculture and food production through knowledge exchange, and education.

Objectives and activities

a. Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The objects for which the RNAA is established are:

- a. To promote improvement in the breeding of livestock and plants, in the invention and improvement of agricultural machines and implements, in the encouragement of skills in agriculture, horticulture, forestry, pisciculture, rural crafts and allied systems of husbandry and the development of all systems, techniques, methods or processes connected therewith;
- b. To encourage and promote agricultural science, research and education including in relation to food, farming and the countryside; and
- c. To advance and encourage the protection and safeguarding of the environment.

Policies and objectives

1. To bring people and business together through a range of inspiring initiatives promoting food production, farming and the countryside.
2. To educate a wider audience about the ways of the countryside, the environment, the reduction of carbon emissions to help prevent global warming and to encourage the consumption of locally produced food.
3. To develop a strategy for increased commercial use of Norfolk Showground, and income streams to underpin our charitable work.
4. To contribute to the development of strategies for the region.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Objectives and activities (continued)

Criteria for measuring success

Criteria for measuring success are varied against the differing activities of the RNAA. Significant activities are routinely reviewed by the Trustees who use a range of evaluation criteria that might include:

- Quality of work: The RNAA continually reviews its outputs to ensure that it is meeting the objectives set for the charity.
- Schedule: Has the activity been delivered to schedule against deadlines?
- Scope: Has the scope of the activity been met?
- Budget: Was the activity delivered on or within the financial parameters set?
- Team satisfaction: Feedback from volunteers and other participants is collected and reviewed. Were they satisfied with the activity? How can it be improved?
- Visitor satisfaction: Feedback from visitors – for example, those attending the Royal Norfolk Show – is collected formally and analysed to provide a wealth of data covering satisfaction with the event, advocacy and future improvements.
- External influences: How can the risks presented by pandemic/biosecurity/security threats be mitigated and the RNAA's exposure limited?
- Compliance: Does our site and do our activities comply with Health & Safety Executive legislation and guidance?

b. Strategies for achieving objectives

The RNAA seeks to achieve its objectives through the following main activities:

1. The annual Royal Norfolk Show as a showcase for best practice in agriculture, locally produced food, the countryside and the rural economy. The 2024 Royal Norfolk Show was held over 26-27 June and provided a successful showcase for the industry, and wider county. The RNAA's main fundraising activity is the Royal Norfolk Show.
2. Building a substantial enabling business through Norfolk Showground Limited, and other commercial opportunities, to help fund the RNAA, seeking sustainable and relevant future options. Event bookings and other short term commercial activities enabled Norfolk Showground Limited to make a positive financial contribution to the charity. The RNAA maintained commercial tenants on site at Norfolk Showground throughout 2024.
3. Supporting our education vehicle, the Food and Farming Discovery Trust (FFDT). During 2024 the FFDT operated at full operating capability and delivered an inspired range of education activities.
4. Maintaining the RNAA's profile and presence in Norfolk, creating opportunities, building relationships and encouraging collaboration. This objective was achieved through the development of a range of partnerships which enabled collaborative working to share knowledge and solve problems at a local level. One example is the RNAA's contribution to the development of the new Economic Strategy for Norfolk led by Norfolk County Council.
5. Building a committed and active membership base. The RNAA continues to strengthen the membership proposition for those who wish to support the promotion of food production, farming and countryside in Norfolk.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Objectives and activities (continued)

c. Main activities undertaken to further the Charity's purposes for the public benefit

The RNAA is a charity working for food production, farming and the countryside. The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the RNAA's aims and objectives and in planning future activities.

The operations of the RNAA are in two areas:

1. Charitable activities and the delivery of public benefit.
2. Commercial activities to generate earnings to support our charitable work. The net income of all commercial activity undertaken by the subsidiaries is gift aided to the RNAA.

There is an overlap between our charitable and commercial activities as some events have both strands.

Achievements and performance

a. Review of activities

Throughout 2024 the staff team has focused on the delivery of our strategy of engagement within the agricultural sector and wider business community, as well as improving internal systems and processes. The thrust of this work has been to ensure that the RNAA continues to be relevant and of utility to the wider agricultural sector. During the year we welcomed the appointments of Miss E Carruthers (marketing coordinator), Mr G Sulter (event operations coordinator) and Miss F Hamilton Briscoe (Royal Norfolk Show coordinator). In January 2025 Miss C Kay assumed the post of assistant equine and livestock coordinator.

A summary of the current charitable outputs strategy is provided here:

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

The key lines of development of this strategy are:

Food, Farming and Environment Forum

Activities provide for a broad-based forum that enables access to an intelligence-led network of food and farming organisations for the benefit of collaboration, knowledge exchange and problem solving. Bringing together practitioners, researchers, educators and consumers, the forum enhances the sharing of knowledge, and the ability to solve industry problems at a local level. Activities that have contributed to the forum include the Norfolk Farming Conference, RNAA membership activities, and partnership working with, for example, organisations part of the Norwich Research Park, to facilitate farmer-researcher relationships.

Food & Farming Discovery Trust

Under the leadership of the Trust Manager, the FFDT has developed an effective programme of learning activities for Key Stage 1-4 youngsters. Partnerships have been sustained with the Clan Trust, John Innes Foundation, the Wherry School, Norwich Science Festival, and the Papillon Project amongst others. The RNAA has continued to be the lead supporting organisation for the FFDT, securing funding for revenue and projects, and providing finance management and administrative support. Throughout the year the FFDT has directly engaged with over 13,000 school age children. A new event in 2024 was the first Food Security Conference held at the John Innes Conference Centre. Aimed at 6th form and college students the conference explored the challenges and opportunities posed to food security.

Royal Norfolk Show

A successful Show was held over 26-27 June. The overarching theme of Young Achievers set the conditions for a diverse and varied showcase of young people taking part in the Show in many ways. The Young Diamonds Tribute, a set piece event in the Grand Ring, encouraged nearly 700 young people, nominated by community-based organisations for their achievements, to be acknowledged by HRH The Duke of Edinburgh. Norfolk Music Hub's contribution to the Show this year was their most extensive yet and enabled hundreds of young musicians to give public performances. The Battle of the Bands competition was a particular highlight. Participation in these initiatives by so many people, many of whom might not otherwise attend the Show, demonstrates the utility of the Show as a platform for broad community involvement.

Although the impact of the outbreak of Bluetongue disease earlier in the year resulted in fewer livestock entries for competitions overall it was pleasing to see that goat and pig entry numbers were the highest in recent years. The absence of avian influenza allowed poultry and small livestock to be shown for the first time since 2019.

Another highlight was the education programme. The introduction of the STEMM Village alongside the highly regarded Discovery Zone and collocated with the Ag Demonstration area has created an inspiring array of interactive and thought-provoking exhibits. The ability to make the Show relevant to the delivery of the national curriculum is attracting greater numbers of students and this year we welcomed 12,500 school age children, from 143 schools and colleges across the region, including 1,100 home-educated youngsters. The lead partner in the delivery of the education programme is the FFDT, the RNAA's education delivery arm, which continues to grow in confidence and reputation.

It was particularly pleasing to note the high levels of business participation in the Show. Sponsorship hit a record high, and corporate hospitality options were fully booked in advance of the Show with a substantial waiting list. Business involvement is critical to the health of the Show, and it gives us renewed confidence that demand is strong. The launch of the inaugural Norfolk Rural Business Awards in partnership with the County Council was well received.

Overall, the Royal Norfolk Show continues to be regarded as one of the UK's premier agricultural shows attracting competitors and visitors from across the country. It is the RNAA's primary fundraising activity to support the delivery of our charitable outputs.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

RNAA Opportunities Fund

The RNAA Opportunities Fund has continued to enable an expansion of the support we are able to offer to those considering a career in farming or seeking to develop their skills and experience. The aim is to help young people to achieve their potential and to open their eyes to the breadth of opportunity a career in food and farming can offer. In the short to medium term, the Fund seeks to provide bursaries, grants, scholarships, mentoring and other forms of support, including building on our own education work and formalising volunteer and young ambassador schemes. In 2024 the fund and the RNAA supported:

- The award of a Nuffield Farming Scholarship to Mr A Ruggles-Brise, Spains Hall Estate.
- Six outstanding aspiring farmers to attend the Oxford Farming Conference Scholars programme.
- 15 bursaries for attendance at the annual Agri-TechE REAP conference.
- Three Commonwealth Scholars to attend the bi-annual conference of the Royal Agricultural Society of the Commonwealth held in Edinburgh.
- Norfolk Federation of Young Farmers Clubs with a grant for core funding.
- Norfolk International Scholarship, a new scholarship to help local farmers manage the challenges of climate change, which was announced at the Royal Norfolk Show – as part of a partnership between the RNAA, the Norwich Institute for Sustainable Development, and the JC Mann Charitable Trust. Ms H Chole, a Masters student in Agriculture and Rural Development at the UEA is the first recipient of the Scholarship.

The success of the Opportunities Fund relies on the support of generous individuals and grant funding organisations. Since the Fund's inception in 2022 the RNAA has been able to award over £110,000 of funding for grants, bursaries and scholarships. More widely, working in partnership with the Bishop of Norwich and the John Innes Foundation, we have enabled an additional £67,000 to be awarded for career development and university bursaries.

In the longer term, we plan to build an endowment to secure these opportunities for future generations.

Support to Agricultural Charities

Recognising the importance of local agricultural charities, we continue to further our close relationship with the YANA (You Are Not Alone) charity and provide the charity with office facilities. The Norfolk Federation of Young Farmers Clubs headquarters is co-located with the RNAA office. Norfolk FWAG (Farming and Wildlife Advisory Group) has re-located its office to Norfolk Showground. The development of a hub of like-minded organisations will help enable further collaboration and idea sharing as we support the agricultural sector in Norfolk. Practical support was provided to the Aylsham Show and the Wayland Show.

Additionally, the RNAA continues to provide support to the Norfolk Community Foundation's Nourishing Norfolk project, which aims to alleviate food poverty through the provision of local food hubs. The RNAA has helped coordinate communication efforts with food producers.

Knowledge Transfer

This is a key activity as we try to encourage the industry to work more collaboratively. In 2024 we supported:

- **Agritech week** – a partnership initiative, founded in 2014 by Agri-TechE and the Royal Norfolk Agricultural Association. In November 2024 a visit for 35 RNAA members was conducted to the Broadland Food Innovation Centre and Fischer Vertical Farm located at the Norwich Food Enterprise Park.
- **The YIELD network** – this group of younger members now numbers over 300 consisting of farmers, vets and others working in allied industries and is run by a management committee drawn from the membership. The group meets regularly – for virtual and physical events – which included knowledge exchange and professional development. Our YIELD Group of young professionals has taken full advantage of a wealth of

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

knowledge sharing opportunities throughout the year. A particular highlight of the YIELD Group programme was an evening seminar on Supply Chain challenges and opportunities for 100 delegates, held in Norwich.

YIELD continues to be recognised as an influential group for those who are passionate about farming and want to be part of a successful forward-thinking industry.

Impact

The RNAA published a seminal document, the Strategic Aims and Impact report, to summarise the extent of the RNAA's work and the impact of our activities. The report, in part funded by Norfolk County Council, has significant utility in furthering an understanding of our work. It draws together the impact of the RNAA's work – highlighting the significant convening role we play in local and regional affairs; £20m+ economic impact of the Royal Norfolk Show to Norfolk; 13,000+ school age children directly engaged in education activities and learning about food production; the strategic importance of Norfolk Showground as a venue for commercial, cultural and leisure activities; and £250K value of support given to young people and other charitable organisations annually.

Estate and Infrastructure

A rolling programme of maintenance and investment in Showground facilities has continued during 2024.

Norfolk Events Centre. A project to extend and refurbish the Norfolk Events Centre was completed in February 2024. The extension provides for ancillary accommodation including kitchen facilities, bar space, breakout rooms, storage space, improved external lighting, and PV solar power generation. The project has created a more versatile facility by providing useful spaces and to enable the main exhibition hall to be divided with a movable soundproof wall. The £1m project was funded by the RNAA, the Garfield Weston Foundation and New Anglia Local Enterprise Partnership.

Toilet blocks. A programme to modernise our public toilet blocks continued in 2024. The programme will result in the removal of redundant water infrastructure and reduce the risk of water contamination.

Financial review

a. Going concern

The Trustees have considered the level of funds held at the year end. The Trustees have also considered the forecast income and expenditure to twelve months from the signing date is sufficient with the level of reserves for the RNAA to be able to continue as a going concern.

b. Reserves policy

The Trustees have assessed that free reserves of £1,000,000 should be maintained to cover the full overheads of the business for 12 months, in cash or other liquid assets and investments in case the Royal Norfolk Show is cancelled in any year.

The Trustees measure free reserves as unrestricted reserves less fixed assets but including the surplus investments over those secured by the bank. At 31 December 2024 free reserves totalled **£2,044,480** (2023 - £2,527,695).

Total reserves of the Group at 31 December 2024 were **£7,500,283** (2023 - £6,965,857) which includes restricted funds of **£63,403** (2023 - £41,485) and unrestricted funds of **£7,436,880** (2023 - £6,924,372).

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

c. Investment policy

Under its constitution, the RNAA has the power to invest funds not immediately required for its charitable purposes. The Trustees have considered the most appropriate policy for investing funds and concluded to maintain a balanced portfolio of listed investments to provide the maximum financial return to the RNAA and to invest surplus cash funds on various deposits to receive the highest rate of interest whilst mitigating risk and ensuring all liabilities can be met within their due dates. The Trustees are satisfied with the returns for the year.

The share portfolio is managed by Barratt & Cooke, on a discretionary basis, to meet the requirements of a security charge by Lloyds Bank. It is reviewed annually by the Trustees and regular performance reviews are held with Barratt & Cooke who provide quarterly updates to Trustees. The Trustees' policy is that the portfolio maintains a cautious positioning to ensure that obligations to the bank charge can be met.

The Trustees are conscious of the implications of the social, environmental and ethical considerations of investments in certain sectors and industries. Barratt & Cooke have been advised to avoid investments which directly conflict with UK farming.

During 2024 the portfolio has seen a decline due to current international economic factors. As result the portfolio has fallen to just over £820,000 with an estimated yield of 3.06%.

d. Financial overview

On a consolidated basis, the RNAA's net surplus before gains/(losses) on investments totalled **£542,171** (2023 - £36,511). The results in the year have been influenced by the following major factors:

- The Royal Norfolk Show raised funds of **£1,889,210** (2023 - 1,703,231). This income was pleasingly higher than budget by over £50,000, principally due to the adoption of treating admissions income as exempt from output VAT as a result of the Great Yorkshire Show VAT case taken to the first tier VAT tax tribunal in 2023.
- Royal Norfolk Show costs including staff costs were **£1,567,309** (2023 - 1,377,400). These costs were in line with the budget.
- Membership subscription income was **£177,725** (2023 - £172,284).
- Norfolk Showground Limited made a profit of **£99,459** (2023 - £73,405) on income of **£814,222** (2023 - £747,164) reflecting the confidence of the events industry following the improvements made to the Events Centre.
- Showground facilities maintenance costs of **£352,657** (2023 - £336,026) were in line with budgeted expenditure.
- Donations received during the year towards the construction of the Norfolk Food Hall amounted to **£593,250** (2023 - £Nil).
- Realised and unrealised losses on investments were **£7,745** (2023 - gains of £34,794).

The RNAA continues to manage its costs through careful item by item budgeting, regular financial reporting, a purchase order system and frequent reviews of costs by key management personnel and Trustees.

The Trustees are very pleased to have made a surplus for the past four years.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management

a. Constitution

Royal Norfolk Agricultural Association is registered as a charitable company limited by guarantee (Company Number 1817702, Registered Charity number 289581) and was set up by a Trust deed, and subsequently adopted memorandum and articles of association.

b. Methods of appointment or election of Trustees

The Directors of the Company are also Charity Trustees for the purposes of charity law. Under the Company's Articles they are known as members of the Board of Trustees.

The Board encompasses a diverse mix of skills and experience to ensure that the interests of the RNAA, its members, clients and customers are appropriately represented. Trustees are appointed after interview by the principal officers of the RNAA.

c. Organisational structure and decision-making policies

The Board of Trustees meets routinely seven times a year. The Board of Trustees exercise control over the management and operation of the RNAA including the management and administration of the RNAA's funds and assets, the maintenance and development of the RNAA's land and property and the engagement of all employees and the regulation of their duties, salaries and terms of service.

The Board of Trustees has three sub-committees – Nominations and Governance, Personnel and Remuneration, and Commercial. These sub-committees meet at least annually dealing, respectively, with matters pertaining to the Board and Governance, the RNAA's people strategy and issues relating to the remuneration of staff, and the commercial strategy which supports the delivery of our charitable objectives.

The Personnel and Remuneration Committee provides assurance to the Trustees that the RNAA has an effective people strategy in place which supports the delivery of our overall strategy, promoting an effective, high performing and diverse workforce. It oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Trustees regarding remuneration policy.

The Commercial Board meets regularly throughout the year. Its primary purpose is to set the strategy for the commercial operations of the RNAA and of the Showground and to oversee the performance of Norfolk Showground Limited (NSL), the trading entity of the RNAA.

Day to day responsibility for the management of the RNAA rests with the Managing Director and the management team.

There is also a Council consisting of elected members of the RNAA, ex officio members and any person co-opted. The Council meets twice a year and has supervisory control over both the property and the general policy of the RNAA. Council members may undertake representational duties at the Royal Norfolk Show, and at other events and activities.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management (continued)

d. Policies adopted for the induction and training of Trustees

All Trustees are engaged with the work of the Royal Norfolk Agricultural Association. Additionally, Trustees are given induction training (including a full financial briefing and a detailed insight into the business of the RNAA) and provided with a copy of the Memorandum and Articles of Association, the latest Annual Report and they are offered the Charity Commission's publication, CC3 'The essential trustee: what you need to know'. Trustee induction process is led by the Managing Director.

During the year Mr C Savory completed his tenure as a trustee and Finance Director. We thank him for his service to the Board over six years. Mr L Hill, already a trustee, assumed the role of Finance Director. Ms N Dulieu stood down as a trustee after three years' service and we thank her for her commitment. In January 2025 Mr M Harrowven DL joined the Board of Trustees.

e. Pay policy for key management personnel

The Trustees consider the key management personnel of the RNAA to be the Trustees, the Managing Director, Commercial Director and the Financial Controller, as these people are in charge of directing and controlling the RNAA and running and operating the RNAA on a day to day basis. The pay of the key management personnel is reviewed annually and considered in light of local market conditions, typical wage inflation and by comparison to similar roles in other charitable organisations.

f. Risk management

The Trustees have assessed the major risks to which the RNAA is exposed, in particular those related to the operations and finances of the RNAA and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. The RNAA has a risk assessment process consistent with good management practice. This ensures that appropriate steps have been taken to mitigate and recognise risk and that the RNAA makes the most of opportunities.

The RNAA complies with the Statement of Recommended Practice, SORP, required of UK registered charities. Trustees are responsible for ensuring that risk assessment and management processes are in place.

The RNAA uses a process of identifying risk under the following categories:

Governance
Financial
Strategic
Operational
Hazard

Individual risks are sub-grouped under six functional areas: Events (including the Royal Norfolk Show), Infrastructure, IT, Financial, Reputation and People.

Corporate risks under the above categories are detailed in a corporate risk register stating inherent risk status, the risk, controls in place, likelihood, impact, action points to improve controls, lead risk owner and an assessment of the residual risk given the adequacy of controls in place.

The probability, likely impact and the level of concern are ranked, and a risk map and plan are produced of those corporate risks requiring prioritisation and attention. The potential impact of a pandemic and other biosecurity hazards are incorporated into the RNAA's Risk Register.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management (continued)

Effective management evaluation of risk to the RNAA has informed decisions regarding controls relating to event activities (biosecurity hazards, and health and safety compliance, for example), and how the RNAA's resources are allocated to mitigate the potential impacts of risks concerning external threats (cyber-attack, for example), buildings, facilities and infrastructure.

Plans for future periods

Responding to changing social and environmental trends, the RNAA will ensure that it implements measures to attract new members, creating further diversity within the organisation, and that the RNAA's profile is enhanced as consumers become more conscious about food production and the impacts of climate change.

In 2024 the Board of Trustees continued with the implementation of a new strategy for the development of Norfolk Showground. The strategy is summarised as:

- Any development of the Showground will provide a **commercially viable, robust, and sustainable financial** footing for the RNAA to pursue its core aims and objectives.
- The development will grow out of the Royal Norfolk Show and reinforce the RNAA's core objects by **creating a unique sense of place** reflecting the RNAA, reflecting its ethos, purpose and connection with **food, farming and the countryside**. Development will support and prepare for the next evolution of the Show.
- The Showground will be a **flagship destination for Norfolk**, the region and beyond. It will have a local impact and be (inter-)nationally recognised.
- The Showground will be an **open parkland, brought to life**, used, and shaped by its communities and visitors.
- The experience created by new development on the Showground will be a **show of shows, a festival ground**, rather than a single venue, which at its heart celebrates agriculture and food.
- The Showground will become a place where people go for **enjoyment and connect with food, farming and the countryside**.

The principal activity undertaken in support of the strategy was to begin the build of the Norfolk Food Hall. The Norfolk Food Hall, using the vehicle of a large-scale farm shop and restaurant, will provide a showcase for the agri-food sector in Norfolk. Taking advantage of the Showground's location and the wealth of producers and processors in the county, the Norfolk Food Hall will give a high-profile shop window for producers, with interpretation and education activities.

The RNAA Council voted in favour of the project at an extraordinary meeting held on 1 August 2024. The project cost for capital works, opening stock and working capital is approximately £3m and is funded by an RNAA contribution, fundraising and commercial borrowing. By February 2025 the RNAA had raised over £800,000 towards the capital costs with generous donations from grant giving organisations, Norfolk County Council, DEFRA Sharing Rural Prosperity Fund, business supporters, and members and friends of the RNAA. The business plan, also approved by the RNAA Council, has enabled Norfolk Food Hall Ltd to be established as a wholly owned trading subsidiary, to manage the Norfolk Food Hall as a commercial operation. Surpluses produced by Norfolk Food Hall Ltd will be Gift-Aided to the RNAA for the delivery of charitable purposes. The Norfolk Food Hall is expected to open for trading in May 2025.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . 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 Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the website of the RNAA. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the Board of Trustees and signed on their behalf by:

R C Alston

R C Alston
Trustee

Date:

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Opinion

We have audited the financial statements of Royal Norfolk Agricultural Association (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 December 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

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

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the parent charitable company and the Group.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the parent charitable company and the Group and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the parent charitable company and the Group comply with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION (CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 members, as a body, for our audit work, for this report, or for the opinions we have formed.



MA Partners Audit LLP

Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 9 April 2025

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	4	124,390	618,250	742,640	95,304
Charitable activities	5	2,110,774	-	2,110,774	1,883,261
Other trading activities	6	1,068,220	-	1,068,220	983,131
Investments	7	68,084	-	68,084	65,996
Other income		22,502	-	22,502	8,721
Total income		3,393,970	618,250	4,012,220	3,036,413
Expenditure on:					
Raising funds	8	176,821	-	176,821	167,367
Charitable activities	9	3,290,146	3,082	3,293,228	2,832,535
Total expenditure		3,466,967	3,082	3,470,049	2,999,902
Net (expenditure)/income before net (losses)/gains on investments		(72,997)	615,168	542,171	36,511
Net (losses)/gains on investments		(7,745)	-	(7,745)	34,794
Net (expenditure)/income		(80,742)	615,168	534,426	71,305
Transfers between funds	21	593,250	(593,250)	-	-
Net movement in funds		512,508	21,918	534,426	71,305
Reconciliation of funds:					
Total funds brought forward		6,924,372	41,485	6,965,857	6,894,552
Net movement in funds		512,508	21,918	534,426	71,305
Total funds carried forward		7,436,880	63,403	7,500,283	6,965,857

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 25 to 50 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 £	2023 £
Fixed assets			
Intangible assets	14	65,659	60,453
Tangible assets	15	5,804,133	4,176,509
Investments	16	847,106	855,698
		<u>6,716,898</u>	<u>5,092,660</u>
Current assets			
Stocks		1,823	1,107
Debtors: amounts falling due within one year	18	508,946	1,030,735
Cash at bank and in hand	24	1,339,811	1,795,980
		<u>1,850,580</u>	<u>2,827,822</u>
Creditors: amounts falling due within one year	19	(845,059)	(626,289)
Net current assets		<u>1,005,521</u>	<u>2,201,533</u>
Total assets less current liabilities		<u>7,722,419</u>	<u>7,294,193</u>
Creditors: amounts falling due after more than one year	20	(222,136)	(328,336)
Total net assets		<u><u>7,500,283</u></u>	<u><u>6,965,857</u></u>
Charity funds			
Restricted funds	21	63,403	41,485
Unrestricted funds			
Designated funds	21	1,298,200	2,088,867
General funds	21	6,138,680	4,835,505
Total unrestricted funds	21	<u>7,436,880</u>	<u>6,924,372</u>
Total funds		<u><u>7,500,283</u></u>	<u><u>6,965,857</u></u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2024

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

R C Alston
.....
R C Alston
Trustee

L A J P Hill
.....
L A J P Hill ACA
Trustee

Date: 7 April 2025

The notes on pages 25 to 50 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 £	2023 £
Fixed assets			
Intangible assets	14	65,659	60,453
Tangible assets	15	5,804,133	4,176,509
Investments	16	847,110	855,701
		<u>6,716,902</u>	<u>5,092,663</u>
Current assets			
Debtors: amounts falling due within one year	18	418,791	965,874
Cash at bank and in hand		1,310,034	1,775,624
		<u>1,728,825</u>	<u>2,741,498</u>
Creditors: amounts falling due within one year	19	(730,808)	(557,468)
Net current assets		<u>998,017</u>	<u>2,184,030</u>
Total assets less current liabilities		<u>7,714,919</u>	<u>7,276,693</u>
Creditors: amounts falling due after more than one year	20	(214,636)	(310,836)
Total net assets		<u><u>7,500,283</u></u>	<u><u>6,965,857</u></u>
Charity funds			
Restricted funds	21	63,403	41,485
Unrestricted funds			
Designated funds	21	1,298,200	2,088,867
General funds	21	6,138,680	4,835,505
Total unrestricted funds	21	<u>7,436,880</u>	<u>6,924,372</u>
Total funds		<u><u>7,500,283</u></u>	<u><u>6,965,857</u></u>

The Charity's net movement in funds for the year was £534,426 (2023 - £65,580).

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CHARITY BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2024

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

R C Alston
.....
R C Alston
Trustee

L A J P Hill
.....
L A J P Hill ACA
Trustee

Date: 7 April 2025

The notes on pages 25 to 50 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 £	2023 £
Cash flows from operating activities		
Net cash used in operating activities (note 23)	462,449	437,639
Cash flows from investing activities		
Dividends, interests and rents from investments	68,084	65,996
Proceeds from the sale of tangible fixed assets	431,051	785,907
Purchase of intangible assets	(11,968)	(44,523)
Purchase of tangible fixed assets	(1,278,886)	(1,018,805)
Proceeds from sale of investments	146,420	51,233
Purchase of investments	(124,226)	(69,027)
Reclassification of investments from cash	(20,552)	12,464
Net cash used in investing activities	(790,077)	(216,755)
Cash flows from financing activities		
Repayments of borrowing	(102,424)	(109,352)
Interest paid	(26,117)	(31,675)
Net cash used in financing activities	(128,541)	(141,027)
Change in cash and cash equivalents in the year	(456,169)	79,857
Cash and cash equivalents at the beginning of the year	1,795,980	1,716,123
Cash and cash equivalents at the end of the year	1,339,811	1,795,980

The notes on pages 25 to 50 form part of these financial statements

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1. General information

The RNAA is a private company limited by guarantee, incorporated in England and Wales, and the registered office is as stated on page 1 of these accounts. Under Sections 60 of the Companies Act 2006 it is exempt from the requirement to use the word "limited" after its name. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

Royal Norfolk Agricultural Association 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.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

2.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that there is a sufficient level of funds held at the year end. The Trustees have also considered the forecast income and expenditure to twelve months from the signing date is sufficient with the level of reserves for the Group to be able to continue as a going concern.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.3 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 income receivable can be measured reliably. Income received in advance of an event is deferred until the criteria for income recognition is met. Members and Vice Presidents pay an annual subscription.

In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Capital grants are recognised in full when there is an unconditional entitlement to the grant and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grants are reflected in the balance sheet in the restricted fund.

Income from trading activities includes income earned from the trading subsidiary, Norfolk Showground Limited, land rental and lease income. Norfolk Showground Limited's principal activity is the events and rental business. Income is received in exchange for services in order to raise funds and is recognised when entitlement has occurred. Recognition of any trading income invoiced in advance for events which will be held after the end of the financial year is deferred until the event has occurred. Rental income is recognised as the Charity's right to receive payment is established.

Investment income from the RNAA's investments in joint ventures is recognised as the Charity's right to the profits is established. Any profit allocations received are credited to the Statement of Financial Activities.

Investment income earned from the RNAA's investment portfolio includes dividends and interest, and is recognised on an accruals basis.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Gift Aid

Profits made by Norfolk Showground Limited and Norfolk Showground Developments Limited are donated to the parent charity, Royal Norfolk Agricultural Association. As per FRS102, an expected gift aid payment is not to be accrued unless a legal obligation to make the payment exists at the reporting date.

A deed of covenant is in place between Norfolk Showground Limited and Royal Norfolk Agricultural Association, therefore the gift aid payment is accrued at the year end.

On the other hand, there is no such legal obligation between Norfolk Showground Developments Limited and Royal Norfolk Agricultural Association therefore the donation of profits is reflected in the year in which the payment of the profits is made from the subsidiary to the parent entity. The tax effects are taken into account at the reporting date when it is probable that the gift aid payment will be made in the following 9 months.

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Company under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as investment income in the Consolidated Statement of Financial Activities.

2.7 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.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.8 Intangible assets and amortisation

Intangible assets costing £500 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software	- 10 % straight line
-------------------	----------------------

2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Buildings and improvements	- 3 - 80 years straight line
Plant and machinery	- 5% - 30% reducing balance

Depreciation is not charged on freehold land.

2.10 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

Investments held as fixed assets are shown at cost less provision for impairment.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.12 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.14 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

2.15 Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

2.16 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.17 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight-line basis over the lease term.

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NOTES TO THE FINANCIAL STATEMENTS
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2. Accounting policies (continued)

2.18 Pensions

The RNAA provides a defined contribution pension scheme, whereby the RNAA and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the Group. The pension charge in the financial statements represents the amounts payable by the RNAA to the fund in respect of the period.

2.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies. The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

Critical accounting estimates and assumptions:

The estimation of the useful economic life of property, plant and equipment. Depreciation policies have been set according to management's experience of the useful economic lives of the assets in each category, something which is reviewed annually.

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4. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Donations	52,740	618,250	670,990	45,554
Grants	71,650	-	71,650	49,750
Total 2024	<u>124,390</u>	<u>618,250</u>	<u>742,640</u>	<u>95,304</u>
<i>Total 2023</i>	<u>95,304</u>	<u>-</u>	<u>95,304</u>	

5. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Admissions	743,730	743,730	716,699
Trade stands	557,352	557,352	480,231
Sponsorship and prize money contributions	228,909	228,909	216,073
Membership subscriptions and guest badges	194,612	194,612	193,896
Catering concessions	106,772	106,772	94,349
Entry fees	95,049	95,049	82,332
Car parking	43,100	43,100	27,220
Other show income	141,250	141,250	72,461
Total 2024	<u>2,110,774</u>	<u>2,110,774</u>	<u>1,883,261</u>
<i>Total 2023</i>	<u>1,883,261</u>	<u>1,883,261</u>	

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6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Land rental and lease income	253,998	253,998	235,967
Income from trading subsidiary for events	814,222	814,222	747,164
Total 2024	<u>1,068,220</u>	<u>1,068,220</u>	<u>983,131</u>
<i>Total 2023</i>	<u>983,131</u>	<u>983,131</u>	

The wholly owned trading subsidiary, Norfolk Showground Limited, is incorporated in England and Wales (company number 02814458) and pays all of its profits to Royal Norfolk Agricultural Association under the gift aid scheme. The expenditure relating to the trading subsidiary income, excluding management and licence fees eliminated on consolidation, is disclosed in note 8. Norfolk Showground Limited is responsible for the holding of and the licensing to hold events on the Norfolk Showground.

7. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Dividend income	23,656	23,656	24,488
Bank interest receivable	44,428	44,428	41,508
Total 2024	<u>68,084</u>	<u>68,084</u>	<u>65,996</u>
<i>Total 2023</i>	<u>65,996</u>	<u>65,996</u>	

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8. Expenditure on raising funds

Trading subsidiary expenditure

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Cost of sales	136,449	136,449	132,808
Administration expenses	39,811	39,811	33,750
Interest payable	561	561	809
Total 2024	<u>176,821</u>	<u>176,821</u>	<u>167,367</u>
<i>Total 2023</i>	<u>167,367</u>	<u>167,367</u>	

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	<i>Total 2023 £</i>
Show	1,127,589	-	1,127,589	1,017,742
Staff	799,095	-	799,095	642,349
Premises	389,926	-	389,926	422,601
Other	973,536	3,082	976,618	749,843
Total 2024	<u>3,290,146</u>	<u>3,082</u>	<u>3,293,228</u>	<u>2,832,535</u>
<i>Total 2023</i>	<u>2,829,453</u>	<u>3,082</u>	<u>2,832,535</u>	

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NOTES TO THE FINANCIAL STATEMENTS
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10. Analysis of expenditure by activities

The Royal Norfolk Agricultural Association is considered to have a primary activity which is the promotion of improvement in agriculture and encouragement of agricultural science, research and education. This is achieved by the delivery of the annual Royal Norfolk Show.

	Direct costs	Support	Total	<i>Total</i>
	2024	costs	funds	<i>funds</i>
	£	2024	2024	<i>2023</i>
		£	£	£
Show	1,127,589	-	1,127,589	1,017,742
Staff	319,638	479,457	799,095	642,349
Premises	389,926	-	389,926	422,601
Other	649,267	327,351	976,618	749,843
Total 2024	<u>2,486,420</u>	<u>806,808</u>	<u>3,293,228</u>	<u>2,832,535</u>
<i>Total 2023</i>	<u>2,135,094</u>	<u>697,441</u>	<u>2,832,535</u>	

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10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Show 2024 £	Staff 2024 £	Premises 2024 £	Other 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Show costs	1,014,146	-	-	-	1,014,146	911,837
Staff costs	-	319,638	-	-	319,638	256,939
Rates and utilities	-	-	298,139	3,898	302,037	249,563
Telephone and IT	-	-	-	162,811	162,811	135,420
Irrecoverable VAT	-	-	-	152,050	152,050	89,281
Repairs and maintenance	-	-	83,515	14,545	98,060	124,724
Cleaning	75,322	-	8,272	-	83,594	85,574
Grants and donations	-	-	-	86,321	86,321	34,303
Advertising	36,307	-	-	18,711	55,018	54,534
Contract labour	-	-	-	49,717	49,717	48,245
Travel costs	-	-	-	17,413	17,413	12,074
Finance costs	-	-	-	31,217	31,217	26,531
Printing and postage	-	-	-	12,348	12,348	7,632
Training and recruitment	-	-	-	9,350	9,350	23,835
Other office expenses	1,814	-	-	6,176	7,990	7,965
Insurance	-	-	-	36,992	36,992	30,483
Professional fees	-	-	-	17,428	17,428	9,437
Sundry	-	-	-	6,441	6,441	7,112
Depreciation	-	-	-	23,849	23,849	19,605
Total 2024	1,127,589	319,638	389,926	649,267	2,486,420	2,135,094
<i>Total 2023</i>	<i>1,017,742</i>	<i>256,939</i>	<i>422,601</i>	<i>437,812</i>	<i>2,135,094</i>	

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10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Staff 2024 £	Other 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	479,457	-	479,457	385,410
Depreciation and amortisation	-	210,734	210,734	202,553
Professional fees	-	32,293	32,293	18,118
Finance costs	-	25,556	25,556	30,809
Other office expenses	-	7,990	7,990	7,966
Audit and accountancy	-	12,000	12,000	17,100
Trustees' insurance and meetings	-	5,843	5,843	6,363
Insurance	-	13,559	13,559	11,389
Sundry	-	6,445	6,445	7,111
Telephone and IT	-	6,012	6,012	6,020
Printing and postage	-	6,919	6,919	4,602
Total 2024	<u>479,457</u>	<u>327,351</u>	<u>806,808</u>	<u>697,441</u>
<i>Total 2023</i>	<u>385,410</u>	<u>312,031</u>	<u>697,441</u>	

11. Auditors' remuneration

	2024 £	<i>2023 £</i>
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	15,850	15,000
Fees payable to the Charity's auditor in respect of:		
All taxation advisory services not included above	<u>1,405</u>	<u>1,350</u>

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12. Staff costs

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Wages and salaries	686,505	555,765	686,505	555,765
Social security costs	66,698	50,976	66,698	50,976
Operating costs of defined benefit pension schemes	45,892	35,608	45,892	35,608
	799,095	642,349	799,095	642,349

The average number of persons employed by the Charity during the year was as follows:

	Group 2024 No.	<i>Group 2023 No.</i>	Charity 2024 No.	<i>Charity 2023 No.</i>
Office administration	5	4	5	4
Shows and events	10	11	10	11
Showground maintenance	5	4	5	4
	20	19	20	19

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2024 No.	<i>Group 2023 No.</i>
In the band £80,001 - £90,000	1	-
In the band £100,001 - £110,000	-	1
In the band £110,001 - £120,000	1	-

The key management personnel of the Group comprise the Trustees, the Managing Director, the Commercial Director and the Financial Controller. The total employee benefits of the key management personnel of the Charity were **£293,361** (2023 - £205,357).

Royal Norfolk Agricultural Association is committed to paying a former employee a pension contribution of £200/month, for the lifetime of this person. There will be no adjustment for inflation, and there is no next of kin entitlement.

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13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 December 2024, no Trustee expenses have been incurred (2023 - £NIL).

14. Intangible assets

Group and Charity

	Computer software £
Cost	
At 1 January 2024	63,635
Additions	11,968
At 31 December 2024	<u>75,603</u>
Amortisation	
At 1 January 2024	3,182
Charge for the year	6,762
At 31 December 2024	<u>9,944</u>
Net book value	
At 31 December 2024	<u><u>65,659</u></u>
At 31 December 2023	<u><u>60,453</u></u>

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15. Tangible fixed assets

Group and Charity

	Freehold land £	Buildings and impr'ements £	Assets under Construct'n £	Plant and machinery £	Total £
Cost or valuation					
At 1 January 2024	1,152,834	5,785,562	539,360	2,959,113	10,436,869
Additions	-	43,398	1,700,902	111,143	1,855,443
Disposals	-	(79,455)	-	(357,030)	(436,485)
Transfers between classes	-	838,954	(838,954)	-	-
At 31 December 2024	<u>1,152,834</u>	<u>6,588,459</u>	<u>1,401,308</u>	<u>2,713,226</u>	<u>11,855,827</u>
Depreciation					
At 1 January 2024	87,568	4,271,503	-	1,901,289	6,260,360
Charge for the year	-	70,491	-	157,328	227,819
On disposals	-	(79,455)	-	(357,030)	(436,485)
At 31 December 2024	<u>87,568</u>	<u>4,262,539</u>	<u>-</u>	<u>1,701,587</u>	<u>6,051,694</u>
Net book value					
At 31 December 2024	<u>1,065,266</u>	<u>2,325,920</u>	<u>1,401,308</u>	<u>1,011,639</u>	<u>5,804,133</u>
At 31 December 2023	<u>1,065,266</u>	<u>1,514,059</u>	<u>539,360</u>	<u>1,057,824</u>	<u>4,176,509</u>

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16. Fixed asset investments

Group		Listed investments £	Cash with investment manager £	Total £
Cost or valuation				
At 1 January 2024		852,149	3,549	855,698
Additions		124,226	20,552	144,778
Disposals		(146,420)	-	(146,420)
Revaluations		(6,950)	-	(6,950)
At 31 December 2024		<u>823,005</u>	<u>24,101</u>	<u>847,106</u>
	Investments in subsidiary companies £	Listed investments £	Cash with investment manager £	Total £
Charity				
Cost or valuation				
At 1 January 2024	3	852,149	3,549	855,701
Additions	1	124,226	20,552	144,779
Disposals	-	(146,420)	-	(146,420)
Revaluations	-	(6,950)	-	(6,950)
At 31 December 2024	<u>4</u>	<u>823,005</u>	<u>24,101</u>	<u>847,110</u>

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NOTES TO THE FINANCIAL STATEMENTS
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17. Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Registered office or principal place of business	Principal activity
Norfolk Showground Limited	02814458	Norfolk Showground, Dereham Road, Costessey, Norwich, NR5 0TT	Events and rental
Norfolk Showground Developments Limited	08977136	Norfolk Showground, Dereham Road, Costessey, Norwich, NR5 0TT	Property developm partner
Norfolk Food Hall Limited	15910924	Norfolk Showground, Dereham Road, Costessey, Norwich, NR5 0TT	Retail sale of food

The financial results of the subsidiaries for the year were:

Names	Income £
Norfolk Showground Limited	814,222
Norfolk Showground Developments Limited	-
Norfolk Food Hall Limited	-

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18. Debtors

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Due within one year				
Trade debtors	117,378	113,286	64,281	77,696
Amounts owed by group undertakings	-	-	112,971	4,419
Other debtors	85,789	462,910	107,885	468,358
Prepayments and accrued income	305,779	454,539	133,654	415,401
	508,946	1,030,735	418,791	965,874

19. Creditors: Amounts falling due within one year

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Bank loans	106,157	102,381	96,157	92,381
Trade creditors	72,450	71,909	55,495	70,721
Amounts owed to group undertakings	-	-	28,135	10,253
Other taxation and social security	18,814	16,360	18,814	16,360
Other creditors	28,322	40,657	28,322	40,657
Accruals and deferred income	619,316	394,982	503,885	327,096
	845,059	626,289	730,808	557,468

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Deferred income at 1 January 2024	325,660	139,999	264,786	41,906
Resources deferred during the year	229,413	325,660	124,459	264,786
Amounts released from previous periods	(325,660)	(139,999)	(264,786)	(41,906)
	229,413	325,660	124,459	264,786

Deferred income comprises income received in advance relating to membership, rent and show income planned for January 2025 onwards.

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20. Creditors: Amounts falling due after more than one year

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Bank loans	161,786	267,986	154,286	250,486
Other loans	60,350	60,350	60,350	60,350
	222,136	328,336	214,636	310,836

The Charity has two bank loans. The first loan is secured against the Charity's fixed asset listed investment portfolio. The loan is repayable in 180 consecutive monthly installments over 15 years, ending in February 2028, after a 9 month capital repayment holiday. Interest is payable at 2.75% above the Bank of England base rate per annum.

The second loan relates to a Coronavirus Business Interruption Loan that the Charity took out in 2020. This loan is secured by a fixed and floating charge over the Charity's assets. The loan is repayable in 60 consecutive monthly installments, after a 12 month holiday period, over 6 years, ending in September 2026.

The Charity's subsidiary, Norfolk Showground Limited, borrowed a Bounce Back Loan in 2020. The loan is repayable in 60 consecutive monthly installments, after a 12 month holiday period, over 6 years, ending in September 2026.

The other loans are from the Charity's Members and others. Of these other loans **£15,850** (2023 - £10,850) are interest free and **£44,500** (2023 - £49,500) are interest bearing. Interest is payable on the interest bearing loans at 2% above the Bank of England base rate per annum. These loans are unsecured and are repayable on 12 months notice given in writing by the loan note holder or at the discretion of the Charity.

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21. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2024 £
Unrestricted funds						
Designated funds						
Infrastructure investment fund	2,056,248	-	-	(788,653)	-	1,267,595
Opportunities fund	32,619	15,680	(17,694)	-	-	30,605
	<u>2,088,867</u>	<u>15,680</u>	<u>(17,694)</u>	<u>(788,653)</u>	<u>-</u>	<u>1,298,200</u>
General funds						
Unrestricted general funds	<u>4,835,505</u>	<u>3,378,290</u>	<u>(3,449,273)</u>	<u>1,381,903</u>	<u>(7,745)</u>	<u>6,138,680</u>
Total Unrestricted funds	<u>6,924,372</u>	<u>3,393,970</u>	<u>(3,466,967)</u>	<u>593,250</u>	<u>(7,745)</u>	<u>7,436,880</u>

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21. Statement of funds (continued)

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2024 £
Restricted funds						
Norfolk Showground NEC Project	40,065	-	(3,082)	-	-	36,983
Norfolk Agricultural Association Norwich Plate	1,420	-	-	-	-	1,420
Norfolk Food Hall Project	-	593,250	-	(593,250)	-	-
Chaplaincy	-	25,000	-	-	-	25,000
	<u>41,485</u>	<u>618,250</u>	<u>(3,082)</u>	<u>(593,250)</u>	<u>-</u>	<u>63,403</u>
Total of funds	<u><u>6,965,857</u></u>	<u><u>4,012,220</u></u>	<u><u>(3,470,049)</u></u>	<u><u>-</u></u>	<u><u>(7,745)</u></u>	<u><u>7,500,283</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS
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21. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 January 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 December 2023 £</i>
Unrestricted funds						
Designated funds						
Infrastructure investment fund	2,113,671	-	-	(57,423)	-	2,056,248
Opportunities fund	10,985	28,000	(6,366)	-	-	32,619
	<u>2,124,656</u>	<u>28,000</u>	<u>(6,366)</u>	<u>(57,423)</u>	<u>-</u>	<u>2,088,867</u>
General funds						
Unrestricted general funds	4,725,329	3,008,413	(2,990,454)	57,423	34,794	4,835,505
Total Unrestricted funds	<u>6,849,985</u>	<u>3,036,413</u>	<u>(2,996,820)</u>	<u>-</u>	<u>34,794</u>	<u>6,924,372</u>
Restricted fund						
Norfolk Showground NEC Project	43,147	-	(3,082)	-	-	40,065
Norfolk Agricultural Association Norwich Plate	1,420	-	-	-	-	1,420
	<u>44,567</u>	<u>-</u>	<u>(3,082)</u>	<u>-</u>	<u>-</u>	<u>41,485</u>
Total of funds	<u><u>6,894,552</u></u>	<u><u>3,036,413</u></u>	<u><u>(2,999,902)</u></u>	<u><u>-</u></u>	<u><u>34,794</u></u>	<u><u>6,965,857</u></u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

21. Statement of funds (continued)

The unrestricted designated **infrastructure investment fund** was created following the disposal of land to Persimmon Homes Ltd in 2021 and consists of the gain on sale of land of £978,296 plus income from participating interests received in 2021 in Norfolk Showground Developments Limited of £2,122,612. The transfer to the general fund relates to infrastructure projects completed during the year.

22. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	5,740,730	63,403	5,804,133
Intangible fixed assets	65,659	-	65,659
Fixed asset investments	847,106	-	847,106
Current assets	1,850,580	-	1,850,580
Creditors due within one year	(845,059)	-	(845,059)
Creditors due in more than one year	(222,136)	-	(222,136)
Total	7,436,880	63,403	7,500,283

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	4,135,024	41,485	4,176,509
Intangible fixed assets	60,453	-	60,453
Fixed asset investments	855,698	-	855,698
Current assets	2,827,822	-	2,827,822
Creditors due within one year	(626,289)	-	(626,289)
Creditors due in more than one year	(328,336)	-	(328,336)
Total	6,924,372	41,485	6,965,857

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

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

	Group 2024 £	<i>Group 2023 £</i>
Net income for the period (as per Statement of Financial Activities)	534,426	71,305
Adjustments for:		
Donations received	(340,000)	-
Depreciation charges	227,819	218,976
Amortisation charges	6,762	3,182
Dividends, interests and rents from investments	(68,084)	(65,996)
Decrease/(increase) in stocks	(716)	1,054
Decrease in debtors	68,640	144,923
Increase in creditors	535	62,229
Interest paid	26,117	31,675
Net loss/(gain) on investments	6,950	(29,709)
Net cash provided by operating activities	462,449	437,639

24. Analysis of cash and cash equivalents

	Group 2024 £	<i>Group 2023 £</i>
Cash in hand	1,339,811	1,795,980

25. Analysis of changes in net debt

	At 1 January 2024 £	Cash flows £	At 31 December 2024 £
Cash at bank and in hand	1,795,980	(456,169)	1,339,811
Debt due within 1 year	(102,381)	(3,776)	(106,157)
Debt due after 1 year	(328,336)	106,200	(222,136)
	1,365,263	(353,745)	1,011,518

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

26. Capital commitments

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	1,331,388	<i>312,081</i>	1,331,388	<i>312,081</i>

27. Pension commitments

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension costs charge represents contributions payable by the Group to the fund and amounted to **£45,892** (2023 - £35,608).

28. Operating lease commitments - as lessee

At 31 December 2024 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Not later than 1 year	20,292	<i>14,655</i>	20,292	<i>14,655</i>
Later than 1 year and not later than 5 years	39,141	<i>38,937</i>	39,141	<i>38,937</i>
	59,433	<i>53,592</i>	59,433	<i>53,592</i>

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Operating lease rentals	24,800	<i>14,889</i>	24,800	<i>14,889</i>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

29. Operating lease commitments - as lessor

At 31 December 2024 the Group and the Charity had commitments to receive future minimum lease receipts under non-cancellable operating leases as follows:

	Group 2024 £	<i>Group 2023 £</i>	Company 2024 £	<i>Company 2023 £</i>
Not later than 1 year	138,043	142,976	138,043	142,976
Later than 1 year and not later than 5 years	467,098	479,098	467,098	479,098
Later than 5 years	1,190,227	1,280,853	1,190,227	1,280,853
	<u>1,795,368</u>	<u>1,902,927</u>	<u>1,795,368</u>	<u>1,902,927</u>

30. Related party transactions

Owing to the nature of the Charity's activities and the composition of the Board of Trustees, transactions have taken place with entities in which Trustees have an interest. However, in accordance with the Charities Statement of Recommended Practice (FRS102), disclosure of these transactions is not required if the Trustees do not have control over the other entities.

Food and Farming Discovery Trust (FFDT) is a related party as Dr C M Richards (Trustee) and M A Nicholas MBE DL (Managing Director of the RNAA) are Trustees of FFDT. During the year the RNAA recharged to FFDT expenses totalling **£7,005** (2023 - £17,796) and its subsidiary charged FFDT a trade stand fee for the Norfolk Farming Conference of **£Nil** (2023 - £Nil). The RNAA made a grant to FFDT in the year of **£20,000** (2023 - £15,000) relating to staffing support. During the year the RNAA commissioned activity from FFDT amounting to **£Nil** (2023 - £Nil). Included within other creditors as at 31 December 2024 is a balance of **£27,742** (2023 - £32,299) owed to FFDT.

The RNAA also acted as an agent on behalf of FFDT during the financial year, with income being received totalling **£57,185** (2023 - £50,900) and expenditure being incurred totalling **£61,742** (2023 - £84,005), through a designated bank account. At 31 December 2024 a cash balance was held on behalf of FFDT of **£27,742** (2023 - £32,299).

No other related party transactions have occurred in the financial year (2023 - £Nil).

31. Post balance sheet events

After the reporting date, additional grant income of £240,000 has been secured from Norfolk County Council to support the development of the Norfolk Food Hall. The Charity also agreed to a commercial borrowing agreement with its lender.

Signature: RC Alston
R C Alston (Apr 7, 2025 15:57 GMT+1)
Email: ra@silfieldltd.co.uk

Signature: L A J P Hill
L A J P Hill (Apr 7, 2025 16:23 GMT+1)
Email: laurie.hill@larking-gowen.co.uk

2024 RNAA Financial Statements (1)

Final Audit Report

2025-04-07

Created:	2025-04-03
By:	Jonathan Betts (jonathan.betts@rnaa.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAA1VkAIPsxB48Ys-6vP28s6h4iOJRfW7tU

"2024 RNAA Financial Statements (1)" History

-  Document created by Jonathan Betts (jonathan.betts@rnaa.org.uk)
2025-04-03 - 10:01:31 AM GMT
-  Document emailed to Robert Alston (ra@silfieldltd.co.uk) for signature
2025-04-03 - 10:04:23 AM GMT
-  Email viewed by Robert Alston (ra@silfieldltd.co.uk)
2025-04-07 - 2:56:03 PM GMT
-  Signer Robert Alston (ra@silfieldltd.co.uk) entered name at signing as R C Alston
2025-04-07 - 2:56:59 PM GMT
-  Document e-signed by R C Alston (ra@silfieldltd.co.uk)
Signature Date: 2025-04-07 - 2:57:01 PM GMT - Time Source: server
-  Document emailed to laurie.hill@larking-gowen.co.uk for signature
2025-04-07 - 2:57:03 PM GMT
-  Email viewed by laurie.hill@larking-gowen.co.uk
2025-04-07 - 3:21:32 PM GMT
-  Signer laurie.hill@larking-gowen.co.uk entered name at signing as L A J P Hill
2025-04-07 - 3:23:24 PM GMT
-  Document e-signed by L A J P Hill (laurie.hill@larking-gowen.co.uk)
Signature Date: 2025-04-07 - 3:23:26 PM GMT - Time Source: server
-  Agreement completed.
2025-04-07 - 3:23:26 PM GMT



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Accounts



**ROYAL NORFOLK
AGRICULTURAL
ASSOCIATION**

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

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ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2023

Trustees	R C Alston G S Pilcher FCA (resigned 20 April 2023) C S J Scott (resigned 20 April 2023) C E Savory FCA L Lockhart N J Dulieu FCCA (resigned 9 January 2024) S J Hickling MVO Dr J H Clarke Dr C M Richards A Spinks L A Hill (appointed 20 April 2023) E Norton (appointed 20 April 2023)
Company registered number	01817702
Charity registered number	289581
Registered office	Norfolk Showground Dereham Road Norwich Norfolk NR5 0TT
Company secretary	J D Betts
Key management personnel	M A Nicholas MBE DL (Managing Director) R Greenacre (Commercial Director - from 1 October 2023) J D Betts (Financial Controller)
Independent auditors	MA Partners Audit LLP Chartered Accountants & Statutory Auditors 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Lloyds Bank plc 3 Queen Street Norwich NR2 4SG Scottish Widows Bank plc 67 Morrison Street Edinburgh EH3 8YJ
Solicitors	Howes Percival 1 Bedding Lane Norwich NR1 3DW

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Investment managers Barratt & Cooke
5 Opie Street
Norwich
NR1 3DW

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

The Trustees present their annual report together with the audited financial statements of the Royal Norfolk Agricultural Association (RNAA) for the year 1 January 2023 to 31 December 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The objects for which the RNAA is established are:

- a. To promote improvement in the breeding of livestock and plants, in the invention and improvement of agricultural machines and implements, in the encouragement of skills in agriculture, horticulture, forestry, pisciculture, rural crafts and allied systems of husbandry and the development of all systems, techniques, methods or processes connected therewith;
- b. To encourage and promote agricultural science, research and education including in relation to food, farming and the countryside; and
- c. To advance and encourage the protection and safeguarding of the environment.

Policies and objectives

1. To bring people and business together through a range of inspiring initiatives promoting food production, farming and the countryside.
2. To educate a wider audience about the ways of the countryside, the environment, the reduction of carbon emissions to help prevent global warming and to encourage the consumption of locally produced food.
3. To develop a strategy for increased commercial use of Norfolk Showground, and income streams to underpin our charitable work.
4. To contribute to the development of strategies for the region.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Objectives and activities (continued)

Criteria for measuring success

Criteria for measuring success are varied against the differing activities of the RNAA. Each activity is routinely reviewed by the Trustees who use a range of evaluation criteria that might include:

- Quality of work: The RNAA continually reviews its outputs to ensure that it is meeting the objectives set for the charity.
- Schedule: Has the activity been delivered to schedule against deadlines?
- Scope: Has the scope of the activity been met?
- Budget: Was the activity delivered on or within the financial parameters set?
- Team satisfaction: Feedback from volunteers and other participants is collected and reviewed. Were they satisfied with the activity? How can it be improved?
- Visitor satisfaction: Feedback from visitors – for example, those attending the Royal Norfolk Show – is collected formally and analysed to provide a wealth of data covering satisfaction with the event, advocacy and future improvements.
- External influences: How can the risks presented by pandemic/biosecurity/security threats be mitigated and the Association's exposure limited?
- Compliance: Does our site and do our activities comply with Health & Safety Executive legislation and guidance?

b. Strategies for achieving objectives

The Association seeks to achieve its objectives through the following main activities:

1. The annual Royal Norfolk Show as a showcase for best practice in agriculture, locally produced food, the countryside and the rural economy. The 2023 Royal Norfolk Show was held over 28-29 June and provided a successful showcase for the industry, and wider county. The RNAA's main fundraising activity is the Royal Norfolk Show.
2. Building a substantial enabling business through Norfolk Showground Limited, and other commercial opportunities, to help fund the RNAA, seeking sustainable and relevant future options. Event bookings and other short term commercial activities returned to pre-pandemic levels during 2023. The RNAA maintained commercial tenants on site at the Norfolk Showground throughout 2023.
3. Supporting our education vehicle, the Food and Farming Discovery Trust (FFDT). During 2023 the FFDT operated at full operating capability and delivered an inspired range of education activities.
4. Maintaining the RNAA's profile and presence in Norfolk, creating opportunities, building relationships and encouraging collaboration. This objective was achieved through the development of a range of partnerships which enabled collaborative working to share knowledge and solve problems at a local level.
5. Building a committed and active membership base. The RNAA continues to strengthen the membership proposition for those who wish to support the promotion of food production, farming and countryside in Norfolk.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Objectives and activities (continued)

c. Main activities undertaken to further the Charity's purposes for the public benefit

The RNAA is a charity working for food production, farming and the countryside. The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the RNAA's aims and objectives and in planning future activities.

The operations of the RNAA are in two areas:

1. Charitable activities and the delivery of public benefit.
2. Commercial activities to generate earnings to support our charitable work. The net income of all commercial activity undertaken by the subsidiaries is gift aided to the RNAA.

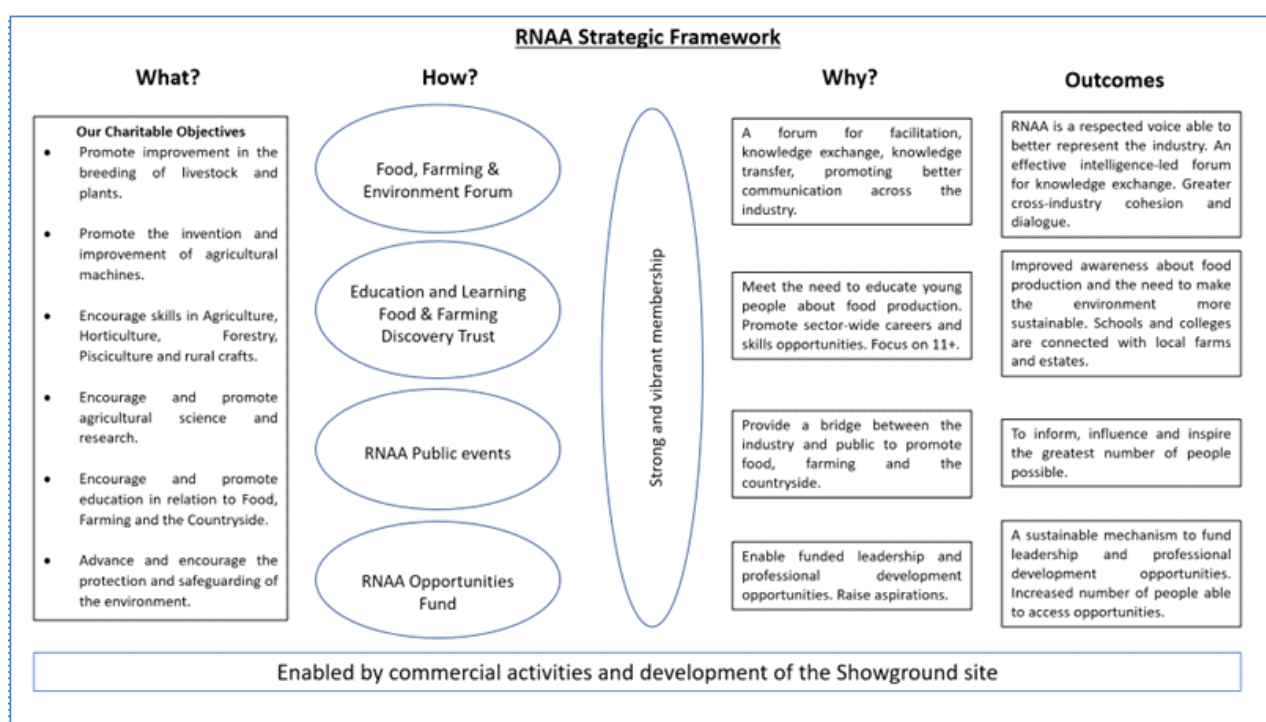
There is an overlap between our charitable and commercial activities as some events have both strands, such as the Royal Norfolk Show.

Achievements and performance

a. Review of activities

By the end of 2023 the new staff team had reached full operating capability and began to take forward a new strategy of engagement within the agricultural sector and wider business community, as well as improving internal systems and processes. The thrust of this work has been to ensure that the RNAA continues to be relevant and of utility to the wider agricultural sector. We welcomed the appointments of Richard Greenacre as our first Commercial Director, and Tracey Spelman, as Business Development and Sales Coordinator.

A summary of the current charitable outputs strategy is provided here:



ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Achievements and performance (continued)

The key lines of development of this strategy are:

Food, Farming and Environment Forum

The RNAA has continued to develop the concept of a food, farming and environment forum to support the local agricultural industry. The concept provides for a broad-based forum that enables access to an intelligence-led network of food and farming organisations for the benefit of collaboration, knowledge exchange and problem solving. Bringing together practitioners, researchers, educators and consumers, the forum aims to enhance the sharing of knowledge, and the ability to solve industry problems at a local level. Activities that might be described as contributing to the forum include the Norfolk Farming Conference, RNAA membership activities, and partnership workings with, for example, organisations forming part of the Norwich Research Park, to facilitate farmer-researcher relationships.

Food & Farming Discovery Trust

Under the leadership of the Trust Manager the FFDT has developed an effective programme of learning activities for Key Stage 1-3 youngsters. Partnerships have been developed with the Clan Trust, John Innes Foundation, the Wherry School, Norwich Science Festival, and the Papillon Project. The RNAA has continued to be the lead supporting organisation for the FFDT, securing funding for revenue and projects, and providing finance management and administrative support. Over 2022-23 the FFDT achieved direct engagement with over 25,000 school age children.

Public events

Our charitable strategy re-enforces the importance of the Royal Norfolk Show as an event that brings together the agricultural community and connects the industry with the wider public. It is envisaged that other public events are mounted as a response to demand, or to achieve a specific objective.

Skills and Careers

The 7th Norfolk Skills and Careers Festival was held over 8-9 March 2023. The event is of regional importance and provided a skills and careers showcase for 7,500 youngsters from across Norfolk and Suffolk, who were able to learn from 85 employers representing many sectors. The Festival was run by the RNAA and supported by a coalition of willing organisations who understand the importance of inspiring the young generation with regard to their future employment opportunities.

Royal Norfolk Show

The 2023 Royal Norfolk Show provided a spectacular setting for the showcasing of the farming and agricultural sector in Norfolk, from the age-old and important tradition of livestock showing (which included hosting the British Simmental English National Show), to the demonstration of equipment and discussion of concepts and technologies of the future. The Show also hosted a record number of Horse of the Year Show qualifying rounds. Beyond our core purpose the Show celebrated the best organisations, businesses and people Norfolk has to offer. Almost 79,000 participants and visitors enjoyed two action-packed days. A new layout with a clear focus on special areas of interest proved popular with visitors – including many returning to the Royal Norfolk Show after several years.

This year we were particularly pleased to introduce new content including a Norfolk Business Hub, delivered in partnership with the Norfolk Chambers of Commerce; with partners we provided a focal point for the promotion of the STEMM (Science, Technology, Engineering, Maths and Medicine) disciplines which also enabled the first significant contribution at the Show by the East Wind collaborative of companies delivering off-shore energy projects; the first Norfolk Community Champions Tribute for over 600 local unsung heroes; a flagship 'think piece' event – Norfolk Voices for Norfolk Futures – to encourage our younger generation to set a vision for 2050; the Norfolk Music Hub's Guinness World Record for the largest gathering of percussionists playing recycled instruments, as well as a Grand Sing for thousands of local schoolchildren led by Gareth Malone.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Achievements and performance (continued)

The impact of the Show is significant. We were delighted that over 9,500 schoolchildren from 123 schools across the region, as well as many home-educated youngsters, were inspired by our education activities in the Discovery Zone and STEMM Village. Thanks to the Norfolk Music Hub, hundreds of youngsters were able to perform at three stages around the Showground. Business activity was significant, and we know that the Show's positive economic impact on Norfolk each year exceeds £20 million.

We were thrilled that His Royal Highness The Prince of Wales was able to visit the Show and meet representatives of community organisations and farming groups. We were also pleased to host the Minister of State for Farming, the Rt Hon Mark Spencer MP, who engaged with representatives of the farming community, as well as many of our local Members of Parliament.

RNAA Opportunities Fund

The RNAA Opportunities Fund has been established to enable an expansion of the support we are able to offer to those considering a career in farming or seeking to develop their skills and experience. The aim is to help young people to achieve their potential and to open their eyes to the breadth of opportunity a career in food and farming can offer. In the short to medium term, the Fund will seek to provide bursaries, grants, scholarships, mentoring and other forms of support, including building on our own education work and formalising volunteer and young ambassador schemes. In 2023 the fund supported:

The award of a Nuffield Farming Scholarship to Harry Winslet, Future Farm Manager G's.

An individual undertaking professional development training with the Institute of Agricultural Management.

Six outstanding aspiring farmers to attend the Oxford Farming Conference.

19 bursaries for attendance at the annual Agri-TechE REAP conference.

Norfolk Beekeepers Association annual conference.

In the longer term, we plan to build an endowment to secure these opportunities for future generations.

Support to Agricultural Charities

Recognising the importance of local agricultural charities, we continue to further our close relationship with the YANA (You Are Not Alone) charity and provide the charity with office facilities. The Norfolk Federation of Young Farmers Clubs headquarters is co-located with the RNAA office. Norfolk FWAG (Farming and Wildlife Advisory Group) has re-located its office to Norfolk Showground. The development of a hub of like-minded organisations will help enable further collaboration and idea sharing as we support the agricultural sector in Norfolk. Practical support was provided to the Aylsham Show and the Wayland Show.

Additionally, the RNAA provided support to the Norfolk Community Foundation's Nourishing Norfolk project, which aims to alleviate food poverty through the provision of local food hubs. The RNAA has helped coordinate communication efforts with food producers.

Knowledge Transfer

This is a key activity as we try to encourage the industry to work more collaboratively. In 2023 we supported:

Agritech week – a partnership initiative, founded in 2014 by Agri-TechE (formerly Agri-Tech East) and the RNAA. In November 2023 a visit for 50 RNAA members was conducted to Frederick Hiam Ltd to understand the automation of the processing of root crops. Participants on the visit included a cohort of students from East Norfolk Sixth Form College.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Achievements and performance (continued)

The YIELD network – this group of younger members now numbers over 285 consisting of farmers, vets and others working in allied industries and is run by a management committee drawn from the membership. The group meets regularly – for virtual and physical events – which included knowledge exchange and professional development. Our YIELD Group of young professionals has taken full advantage of a wealth of knowledge sharing opportunities throughout the year. A particular highlight of the YIELD Group programme was an evening seminar on the Future of Farming in Norfolk for 140 delegates, held in Norwich.

YIELD is now recognised as an influential group for those who are passionate about farming and want to be part of a successful forward-thinking industry.

Estate and Infrastructure

A rolling programme of maintenance and investment in Showground facilities has continued during 2023.

Norfolk Events Centre. In July 2023 a project commenced to provide an extension to and refurbishment of the Norfolk Events Centre (previously known as the Norfolk Arena). The extension provides for ancillary accommodation including kitchen facilities, bar space, breakout rooms, storage space, and improved external lighting. The aim is to create a more versatile facility by providing useful spaces and to enable the main exhibition hall to be divided with a movable soundproof wall. The project, funded by the RNAA, and with generous grants from the Garfield Weston Foundation and New Anglia Local Enterprise Partnership, was completed in February 2024.

Toilet blocks. A programme to modernise our public toilet blocks commenced in 2023. The programme, which continues in 2024, will remove redundant water infrastructure and reduce the risk of water contamination.

Financial review

a. Going concern

The Trustees have considered the level of funds held at the year end. The Trustees have also considered the forecast income and expenditure to 31 December 2025 is sufficient with the level of reserves for the RNAA to be able to continue as a going concern.

b. Reserves policy

The Trustees have assessed that free reserves of £1,000,000 should be maintained to cover the full overheads of the business for 12 months, in cash or other liquid assets and investments in case the Royal Norfolk Show is cancelled in any year.

The Trustees measure free reserves as unrestricted reserves less fixed assets but including the surplus investments over those secured by the bank. At 31 December 2023 free reserves totalled **£2,527,695** (2022: £2,919,362).

Total reserves of the Group at 31 December 2023 were **£6,965,857** (2022: £6,894,552) which includes restricted funds of £41,485 (2022: £44,567) and unrestricted funds of **£6,924,372** (2022: £6,849,985).

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

c. Investment policy

Under its constitution, the RNAA has the power to invest funds not immediately required for its charitable purposes. The Trustees have considered the most appropriate policy for investing funds and concluded to maintain a balanced portfolio of listed investments to provide the maximum financial return to the RNAA and to invest surplus cash funds on various deposits to receive the highest rate of interest whilst mitigating risk and ensuring all liabilities can be met within their due dates. The Trustees are satisfied with the returns for the year.

The share portfolio is managed by Barratt & Cooke, on a discretionary basis, to meet the requirements of a security charge by Lloyds Bank. It is reviewed annually by the Trustees and regular performance reviews are held with Barratt & Cooke who provide quarterly updates to Trustees. The Trustees' policy is that the portfolio maintains a cautious positioning to ensure that obligations to the bank charge can be met.

The Trustees are conscious of the implications of the social, environmental and ethical considerations of investments in certain sectors and industries. Barratt & Cooke have been advised to avoid investments which directly conflict with UK farming.

During 2023 the portfolio has seen an increase due to the control of national economic factors such as inflation. As result the portfolio has risen to over £850,000 with an estimated yield of 2.93%.

d. Financial overview

On a consolidated basis, the RNAA's net surplus before gains/(losses) on investments totalled **£36,511** (2022: **£182,624**). The results in the year have been influenced by the following major factors:

- The Royal Norfolk Show raised funds of **£1,703,231** (2022: **1,475,547**). This income was higher than budgeted, principally due to the adoption of treating admissions income as exempt from output VAT as a result of the Great Yorkshire Show VAT case taken to the first tier VAT tax tribunal in 2023.
- Royal Norfolk Show costs including staff costs were **£1,377,400** (2022: **1,164,157**). These were higher than overall budgeted amounts due to the inclusion of £89,281 of input VAT now disallowed under the partial exemption rules.
- Membership subscription income was **£172,284** (2022: **£170,830**).
- Norfolk Showground Limited made a profit of **£73,405** (2022: **£274,289**) on income of **£747,164** (2022: **£761,451**) reflecting the return of the events business at the showground following the Covid-19 pandemic.
- Showground facilities maintenance costs of **£336,026** (2022: **£296,621**) were in line with budgeted expenditure.
- Realised and unrealised gains on investments were **£34,794** (2022: *losses of £63,932*).

The RNAA continues to manage its costs through careful item by item budgeting, regular financial reporting, a purchase order system and frequent reviews of costs by key management personnel and Trustees.

After considering the recognition of a one-off grant received during the prior year and the one off expenditure incurred on utilities during this year, the net surplus before gains on investments for this year is comparable.

The Trustees are very pleased to have made a surplus for the last four out of five years.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Structure, governance and management

a. Constitution

Royal Norfolk Agricultural Association is registered as a charitable company limited by guarantee (Company Number 1817702, Registered Charity number 289581) and was set up by a Trust deed, and subsequently adopted memorandum and articles of association.

b. Methods of appointment or election of Trustees

The Directors of the Company are also Charity Trustees for the purposes of charity law. Under the Company's Articles they are known as members of the Board of Trustees.

The Board encompasses a diverse mix of skills and experience to ensure that the interests of the RNAA, its members, clients and customers are appropriately represented. Trustees are appointed after interview by the principal officers of the RNAA.

c. Organisational structure and decision-making policies

The Board of Trustees meets routinely seven times a year. The Board of Trustees exercise control over the management and operation of the RNAA including the management and administration of the RNAA's funds and assets, the maintenance and development of the RNAA's land and property and the engagement of all employees and the regulation of their duties, salaries and terms of service.

The Board of Trustees has three sub-committees – Nominations and Governance, Personnel and Remuneration, and Commercial. These sub-committees meet at least annually dealing, respectively, with matters pertaining to the Board and Governance, the RNAA's people strategy and issues relating to the remuneration of staff, and the commercial strategy which supports the delivery of our charitable objectives.

The Personnel and Remuneration Committee provides assurance to the Trustees that the RNAA has an effective people strategy in place which supports the delivery of the overall strategy, promoting an effective, high performing and diverse workforce. It oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Trustees regarding remuneration policy.

The Commercial Board meets regularly throughout the year. Its primary purpose is to set the strategy for the commercial operations of the RNAA and to oversee the performance of Norfolk Showground Limited (NSL), the RNAA's trading subsidiary. Commercial Board members are directors of NSL.

Day to day responsibility for the management of the RNAA rests with the Managing Director and the management team.

There is also a Council consisting of elected members of the RNAA, ex officio members and any person co-opted. The Council meets twice a year and has supervisory control over both the property and the general policy of the RNAA. Council members may undertake representational duties at the Royal Norfolk Show and at other events and activities.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Structure, governance and management (continued)

d. Policies adopted for the induction and training of Trustees

All Trustees are engaged with the work of the Royal Norfolk Agricultural Association. Additionally, Trustees are given induction training (including a full financial briefing and a detailed insight into the business of the Association) and provided with a copy of the Memorandum and Articles of Association, the latest Annual Report and they are offered the Charity Commission's publication, CC3 'The essential trustee: what you need to know'. The Trustee induction process is led by the Managing Director.

e. Pay policy for key management personnel

The Trustees consider the key management personnel of the RNAA to be the Trustees, the Managing Director, Commercial Director and the Financial Controller, as these people are in charge of directing, controlling and operating the RNAA on a day to day basis. The pay of the key management personnel is reviewed annually and considered in light of local market conditions, typical wage inflation and by comparison to similar roles in other charitable organisations.

f. Risk management

The Trustees have assessed the major risks to which the Group and the Charity are exposed, in particular those related to the operations and finances of the Group and the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. The RNAA has a risk assessment process consistent with good management practice. This ensures that appropriate steps have been taken to mitigate and recognise risk and that the RNAA makes the most of opportunities.

The RNAA complies with the Statement of Recommended Practice, SORP, required of UK registered charities. Trustees are responsible for ensuring that risk assessment and management processes are in place.

The RNAA uses a process of identifying risk under the following categories:

Financial
Strategic
Operational
Governance
Hazard

Individual risks are sub-grouped under six functional areas: Events (including the Royal Norfolk Show), Infrastructure, IT, Financial, Reputation and People.

Corporate risks under the above categories are detailed in a corporate risk register stating inherent risk status, the risk, controls in place, likelihood, impact, action points to improve controls, lead risk owner and an assessment of the residual risk given the adequacy of controls in place.

The probability, likely impact and the level of concern are ranked, and a risk map and plan are produced of those corporate risks requiring prioritisation and attention. The potential impact of a pandemic and other biosecurity hazards are incorporated into the RNAA's Risk Register.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Plans for future periods

Responding to changing social and environmental trends, the RNAA will ensure that it implements measures to attract new members, creating further diversity within the organisation, and that the RNAA's profile is enhanced as consumers become more conscious about food production and the impacts of climate change.

In 2023 the Board of Trustees continued with the implementation of a new strategy for the development of the Norfolk Showground. The strategy is summarised as:

- Any development of the Showground will provide a commercially viable, robust, and sustainable financial footing for the RNAA to pursue its core aims and objectives.
- The development will grow out of the Royal Norfolk Show and reinforce the RNAA's core objects by creating a unique sense of place reflecting the RNAA, its ethos, purpose and connection with food, farming and the countryside. Development will support and prepare for the next evolution of the Show.
- The Showground will be a flagship destination for Norfolk, the region and beyond. It will have a local impact and be (inter-)nationally recognised.
- The Showground will be an open parkland, brought to life, used, and shaped by its communities and visitors.
- The experience created by new development on the Showground will be a show of shows, a festival ground, rather than a single venue, which at its heart celebrates agriculture and food.
- The Showground will become a place where people go for enjoyment and connect with food, farming and the countryside.

Projects under development and consideration are:

Norfolk Food Hall and Market Garden

Planning permission was achieved in April 2023 for the construction of a food hall and market garden at Norfolk Showground. The RNAA intends to build a Food Hall and Cafe promoting the diverse range of local produce. Taking advantage of the Showground's location and the wealth of producers and processors in the county, this will give a high-profile shop window for small businesses, with interpretation and education activities. During the year, a business plan has been developed with support from rural diversification consultants, and efforts have been made to confirm the funding model for the capital costs of the project. Consultation will continue in 2024 to assess the viability of the project.

Norfolk Showground Caravan Site.

A planning application has been submitted to resurrect a caravan site at the Showground. The caravan site will support the drive for greater use of the Showground for a range of indoor and outdoor events.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. 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 Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the Board of Trustees and signed on their behalf by:


R C Alston
Trustee

Date:

9th April 2024

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Opinion

We have audited the financial statements of Royal Norfolk Agricultural Association (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 December 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

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

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the parent charitable company and the Group.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the parent charitable company and the Group and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the parent charitable company and the Group comply with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION (CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 members, as a body, for our audit work, for this report, or for the opinions we have formed.



MA Partners Audit LLP
Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 12 April 2024

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	95,304	-	95,304	151,093
Charitable activities	5	1,883,261	-	1,883,261	1,722,163
Other trading activities	6	983,131	-	983,131	973,903
Investments	7	65,996	-	65,996	31,878
Other income		8,721	-	8,721	7,966
Total income		3,036,413	-	3,036,413	2,887,003
Expenditure on:					
Raising funds	8	167,367	-	167,367	158,165
Charitable activities	9	2,829,453	3,082	2,832,535	2,546,214
Total expenditure		2,996,820	3,082	2,999,902	2,704,379
Net income/(expenditure) before net gains/(losses) on investments		39,593	(3,082)	36,511	182,624
Net gains/(losses) on investments		34,794	-	34,794	(63,932)
Net movement in funds		74,387	(3,082)	71,305	118,692
Reconciliation of funds:					
Total funds brought forward		6,849,985	44,567	6,894,552	6,775,860
Net movement in funds		74,387	(3,082)	71,305	118,692
Total funds carried forward		6,924,372	41,485	6,965,857	6,894,552

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 51 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	14	60,453	-
Tangible assets	15	4,176,509	3,733,986
Investments	16	855,698	820,659
		<u>5,092,660</u>	<u>4,554,645</u>
Current assets			
Stocks		1,107	2,161
Debtors: amounts falling due after more than one year	18	-	441,169
Debtors: amounts falling due within one year	18	1,030,735	1,182,202
Cash at bank and in hand		1,795,980	1,716,123
		<u>2,827,822</u>	<u>3,341,655</u>
Creditors: amounts falling due within one year	19	(626,289)	(570,433)
Net current assets		<u>2,201,533</u>	<u>2,771,222</u>
Total assets less current liabilities		<u>7,294,193</u>	<u>7,325,867</u>
Creditors: amounts falling due after more than one year	20	(328,336)	(431,315)
Total net assets		<u><u>6,965,857</u></u>	<u><u>6,894,552</u></u>
Charity funds			
Restricted funds	22	41,485	44,567
Unrestricted funds			
Designated funds	22	2,088,867	2,124,656
General funds	22	4,835,505	4,725,329
Total unrestricted funds	22	<u>6,924,372</u>	<u>6,849,985</u>
Total funds		<u><u>6,965,857</u></u>	<u><u>6,894,552</u></u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2023

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



R C Alston
Trustee

Date: 9th April 2024



.....
C E Savory FCA
Trustee

The notes on pages 24 to 51 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	14	60,453	-
Tangible assets	15	4,176,509	3,733,986
Investments	16	855,701	820,662
		<u>5,092,663</u>	<u>4,554,648</u>
Current assets			
Debtors: amounts falling due after more than one year	18	-	441,169
Debtors: amounts falling due within one year	18	965,874	1,138,005
Cash at bank and in hand		1,775,624	1,697,320
		<u>2,741,498</u>	<u>3,276,494</u>
Creditors: amounts falling due within one year	19	(557,468)	(532,775)
Net current assets		<u>2,184,030</u>	<u>2,743,719</u>
Total assets less current liabilities		<u>7,276,693</u>	<u>7,298,367</u>
Creditors: amounts falling due after more than one year	20	(310,836)	(403,815)
Total net assets		<u><u>6,965,857</u></u>	<u><u>6,894,552</u></u>
Charity funds			
Restricted fixed asset funds	22	41,485	44,567
Restricted funds	22	41,485	44,567
Unrestricted funds			
Designated funds	22	2,088,867	2,124,656
General funds	22	4,835,505	4,725,329
Total unrestricted funds	22	<u>6,924,372</u>	<u>6,849,985</u>
Total funds		<u><u>6,965,857</u></u>	<u><u>6,894,552</u></u>

The Charity's net movement in funds for the year was £71,305 (2022 - £2,242,701).

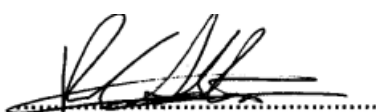
ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01817702

CHARITY BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2023

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



R C Alston
Trustee



.....
C E Savory FCA
Trustee

Date: *9th April 2024*

The notes on pages 24 to 51 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities (note 24)	99,445	191,512
Cash flows from investing activities		
Dividends, interests and rents from investments	65,996	31,878
Proceeds from the sale of tangible fixed assets	785,907	766,326
Purchase of intangible assets	(44,523)	-
Purchase of tangible fixed assets	(680,611)	(1,083,781)
Proceeds from sale of investments	51,233	121,575
Purchase of investments	(69,027)	(101,802)
Reclassification of investments from cash	12,464	(16,013)
Net cash provided by/(used in) investing activities	121,439	(281,817)
Cash flows from financing activities		
Repayments of borrowing	(109,352)	(108,279)
Interest paid	(31,675)	(22,341)
Net cash used in financing activities	(141,027)	(130,620)
Change in cash and cash equivalents in the year	79,857	(220,925)
Cash and cash equivalents at the beginning of the year	1,716,123	1,937,048
Cash and cash equivalents at the end of the year	1,795,980	1,716,123

The notes on pages 24 to 51 form part of these financial statements

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

1. General information

The Association is a private company limited by guarantee, incorporated in England and Wales, and the registered office is as stated on page 1 of these accounts. Under Sections 60 of the Companies Act 2006 it is exempt from the requirement to use the word "limited" after its name. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

Royal Norfolk Agricultural Association 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.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

2.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that there is a sufficient level of funds held at the year end. The Trustees have also considered the forecast income and expenditure to 31 December 2025 is sufficient with the level of reserves for the Group to be able to continue as a going concern.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.3 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 income receivable can be measured reliably. Income received in advance of an event is deferred until the criteria for income recognition is met. Members and Vice Presidents pay an annual subscription.

In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income from trading activities includes income earned from the trading subsidiary, Norfolk Showground Limited, land rental and lease income. Norfolk Showground Limited's principal activity is the events and rental business. Income is received in exchange for services in order to raise funds and is recognised when entitlement has occurred. Recognition of any trading income invoiced in advance for events which will be held after the end of the financial year is deferred until the event has occurred. Rental income is recognised as the Charity's right to receive payment is established.

Investment income from the Association's investments in joint ventures is recognised as the Charity's right to the profits is established. Any profit allocations received are credited to the Statement of Financial Activities.

Investment income earned from the Association's investment portfolio includes dividends and interest, and is recognised on an accruals basis.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Gift Aid

Profits made by Norfolk Showground Limited and Norfolk Showground Developments Limited are donated to the parent charity, Royal Norfolk Agricultural Association. As per FRS102, an expected gift aid payment is not to be accrued unless a legal obligation to make the payment exists at the reporting date.

A deed of covenant is in place between Norfolk Showground Limited and Royal Norfolk Agricultural Association, therefore the gift aid payment is accrued at the year end.

On the other hand, there is no such legal obligation between Norfolk Showground Developments Limited and Royal Norfolk Agricultural Association therefore the donation of profits is reflected in the year in which the payment of the profits is made from the subsidiary to the parent entity. The tax effects are taken into account at the reporting date when it is probable that the gift aid payment will be made in the following 9 months.

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Company under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as investment income in the Consolidated Statement of Financial Activities.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.7 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.

2.8 Intangible assets and amortisation

Intangible assets costing £500 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software	- 10 % straight line
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2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Buildings and improvements	- 3 - 80 years straight line
Plant and machinery	- 5% - 30% reducing balance

Depreciation is not charged on freehold land.

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FOR THE YEAR ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.10 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

Investments held as fixed assets are shown at cost less provision for impairment.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.12 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.14 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

2.15 Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

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NOTES TO THE FINANCIAL STATEMENTS
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2. Accounting policies (continued)

2.16 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.17 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.18 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight-line basis over the lease term.

2.19 Pensions

The Association provides a defined contribution pension scheme, whereby the Association and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the Group. The pension charge in the financial statements represents the amounts payable by the Association to the fund in respect of the period.

2.20 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

3. Critical accounting estimates and areas of judgment

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies. The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- The estimation of the useful economic life of property, plant and equipment. Depreciation policies have been set according to management's experience of the useful economic lives of the assets in each category, something which is reviewed annually.

4. Income from donations and legacies

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Donations	45,554	45,554	45,893
Grants	49,750	49,750	105,200
Total 2023	95,304	95,304	151,093
<i>Total 2022</i>	151,093	151,093	

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5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Admissions	716,699	716,699	624,021
Trade stands	480,231	480,231	427,977
Sponsorship and prize money contributions	216,073	216,073	161,754
Membership subscriptions and guest badges	193,896	193,896	192,797
Catering concessions	94,349	94,349	84,272
Entry fees	82,332	82,332	78,208
Car parking	27,220	27,220	30,596
Other show income	72,461	72,461	122,538
Total 2023	<u>1,883,261</u>	<u>1,883,261</u>	<u>1,722,163</u>
<i>Total 2022</i>	<u>1,722,163</u>	<u>1,722,163</u>	

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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**NOTES TO THE FINANCIAL STATEMENTS
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6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Land rental and lease income	235,967	235,967	212,451
Income from trading subsidiary for events	747,164	747,164	761,452
Total 2023	<u>983,131</u>	<u>983,131</u>	<u>973,903</u>
<i>Total 2022</i>	<u>973,903</u>	<u>973,903</u>	

The wholly owned trading subsidiary, Norfolk Showground Limited, is incorporated in England and Wales (company number 02814458) and pays all of its profits to Royal Norfolk Agricultural Association under the gift aid scheme. The expenditure relating to the trading subsidiary income, excluding management and licence fees eliminated on consolidation, is disclosed in note 8. Norfolk Showground Limited is responsible for the holding of and the licensing to hold events on the Norfolk Showground.

7. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Dividend income	24,488	24,488	26,289
Bank interest receivable	41,508	41,508	5,589
Total 2023	<u>65,996</u>	<u>65,996</u>	<u>31,878</u>
<i>Total 2022</i>	<u>31,878</u>	<u>31,878</u>	

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

8. Expenditure on raising funds

Trading subsidiary expenditure

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Cost of sales	132,808	132,808	138,800
Administration expenses	33,750	33,750	18,304
Interest payable	809	809	1,061
Total 2023	<u>167,367</u>	<u>167,367</u>	<u>158,165</u>
<i>Total 2022</i>	<u>158,165</u>	<u>158,165</u>	

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	<i>Total 2022 £</i>
Show	1,017,742	-	1,017,742	908,432
Staff	642,349	-	642,349	587,709
Premises	422,601	-	422,601	395,814
Other	746,761	3,082	749,843	654,259
Total 2023	<u>2,829,453</u>	<u>3,082</u>	<u>2,832,535</u>	<u>2,546,214</u>
<i>Total 2022</i>	<u>2,543,132</u>	<u>3,082</u>	<u>2,546,214</u>	

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

10. Analysis of expenditure by activities

The Royal Norfolk Agricultural Association is considered to have a primary activity which is the promotion of improvement in agriculture and encouragement of agricultural science, research and education.

	Direct costs 2023 £	Support costs 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Show	1,017,742	-	1,017,742	908,432
Staff	256,939	385,410	642,349	587,709
Premises	422,601	-	422,601	395,814
Other	437,812	312,031	749,843	654,259
Total 2023	<u>2,135,094</u>	<u>697,441</u>	<u>2,832,535</u>	<u>2,546,214</u>
<i>Total 2022</i>	<u>1,922,677</u>	<u>623,537</u>	<u>2,546,214</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
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10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Show 2023 £	Staff 2023 £	Premises 2023 £	Other 2023 £	Total funds 2023 £	Total funds 2022 £
Show costs	911,837	-	-	-	911,837	902,100
Staff costs	-	256,939	-	-	256,939	235,083
Rates and utilities	-	-	234,850	14,713	249,563	226,620
Telephone and IT	70,867	-	-	64,553	135,420	64,182
Repairs and maintenance	-	-	102,177	22,547	124,724	108,005
Irrecoverable VAT	-	-	-	89,281	89,281	-
Cleaning	-	-	85,574	-	85,574	82,586
Advertising	32,691	-	-	21,843	54,534	51,774
Contract labour	-	-	-	48,245	48,245	48,918
Grants and donations	-	-	-	34,303	34,303	43,400
Insurance	-	-	-	30,483	30,483	27,398
Finance costs	-	-	-	26,531	26,531	21,231
Training and recruitment	-	-	-	23,835	23,835	8,840
Depreciation	-	-	-	19,605	19,605	14,481
Audit and accountancy	-	-	-	12,074	12,074	10,131
Professional fees	-	-	-	9,437	9,437	57,700
Other office expenses	2,347	-	-	5,618	7,965	7,988
Printing and postage	-	-	-	7,632	7,632	7,755
Sundry	-	-	-	7,112	7,112	4,485
Total 2023	1,017,742	256,939	422,601	437,812	2,135,094	1,922,677
Total 2022	908,432	235,083	395,814	383,348	1,922,677	

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10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Staff 2023 £	Other 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	385,410	-	385,410	352,626
Depreciation and amortisation	-	202,553	202,553	178,597
Professional fees	-	18,118	18,118	17,298
Printing and postage	-	4,602	4,602	3,719
Other office expenses	-	7,966	7,966	6,772
Finance costs	-	30,809	30,809	20,761
Audit and accountancy	-	17,100	17,100	19,625
Trustees' insurance and meetings	-	6,363	6,363	4,018
Telephone and IT	-	6,020	6,020	6,008
Sundry	-	7,111	7,111	4,485
Insurance	-	11,389	11,389	9,628
Total 2023	<u>385,410</u>	<u>312,031</u>	<u>697,441</u>	<u>623,537</u>
<i>Total 2022</i>	<u>352,626</u>	<u>270,911</u>	<u>623,537</u>	

11. Auditors' remuneration

	2023 £	<i>2022 £</i>
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	15,000	16,700
Fees payable to the Charity's auditor in respect of: All taxation advisory services not included above	<u>1,350</u>	<u>1,950</u>

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12. Staff costs

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Wages	555,765	506,493	555,765	506,493
Social security	50,976	48,226	50,976	48,226
Pension costs	35,608	32,990	35,608	32,990
	642,349	587,709	642,349	587,709

The average number of persons employed by the Charity during the year was as follows:

	Group 2023 No.	Group 2022 No.	Charity 2023 No.	Charity 2022 No.
Office administration	4	3	4	3
Shows and events	11	11	11	11
Showground maintenance	4	4	4	4
	19	18	19	18

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	Group 2022 No.
In the band £100,001 - £110,000	1	1

The key management personnel of the Group comprise the Trustees, the Managing Director, the Commercial Director (from 1 October 2023) and the Financial Controller. The total employee benefits of the key management personnel of the Charity were **£205,357** (2022: £170,307).

Royal Norfolk Agricultural Association is committed to paying a former employee a pension contribution of £200/month, for the lifetime of this person. There will be no adjustment for inflation, and there is no next of kin entitlement.

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NOTES TO THE FINANCIAL STATEMENTS
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13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 December 2023, no Trustee expenses have been incurred (2022 - £NIL).

14. Intangible assets

Group and Charity

	Computer software £
Cost	
Additions	44,523
Transfer from tangible assets	19,112
At 31 December 2023	63,635
Amortisation	
Charge for the year	3,182
At 31 December 2023	3,182
Net book value	
At 31 December 2023	60,453
At 31 December 2022	-

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15. Tangible fixed assets

Group and Charity

	Freehold land £	Buildings and impr'ements £	Assets under Construct'n £	Plant and machinery £	Total £
Cost or valuation					
At 1 January 2023	1,152,834	5,748,089	41,383	2,833,064	9,775,370
Additions	-	37,473	517,089	126,049	680,611
Transfer to intangible assets	-	-	(19,112)	-	(19,112)
At 31 December 2023	1,152,834	5,785,562	539,360	2,959,113	10,436,869
Depreciation					
At 1 January 2023	87,568	4,210,755	-	1,743,061	6,041,384
Charge for the year	-	60,748	-	158,228	218,976
At 31 December 2023	87,568	4,271,503	-	1,901,289	6,260,360
Net book value					
At 31 December 2023	1,065,266	1,514,059	539,360	1,057,824	4,176,509
At 31 December 2022	1,065,266	1,537,334	41,383	1,090,003	3,733,986

Net book value of plant and machinery held under hire purchase obligations is **£Nil** (2022: £16,791).

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16. Fixed asset investments

Group		Listed investments £	Cash with investment manager £	Total £
Cost or valuation				
At 1 January 2023		804,646	16,013	820,659
Additions		69,027	-	69,027
Disposals		(51,233)	(12,464)	(63,697)
Revaluations		29,709	-	29,709
At 31 December 2023		<u>852,149</u>	<u>3,549</u>	<u>855,698</u>
	Investments in subsidiary companies £	Listed investments £	Cash with investment manager £	Total £
Charity				
Cost or valuation				
At 1 January 2023	3	804,646	16,013	820,662
Additions	-	69,027	-	69,027
Disposals	-	(51,233)	(12,464)	(63,697)
Revaluations	-	29,709	-	29,709
At 31 December 2023	<u>3</u>	<u>852,149</u>	<u>3,549</u>	<u>855,701</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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17. Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Registered office or principal place of business	Principal activity	Class of shares	Holding	Included in consolidation
Norfolk Showground Limited	02814458	Norfolk Showground, Dereham Road, Costessey, Norwich, NR5 0TT	Events and rental	Ordinary	100%	Yes
Norfolk Showground Developments Limited	08977136	Norfolk Showground, Dereham Road, Costessey, Norwich, NR5 0TT	Property development partner	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit for the year £	Net assets £
Norfolk Showground Limited	747,164	673,759	73,405	2
Norfolk Showground Developments Limited	-	-	-	1

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18. Debtors

	Group 2023 £	<i>Group 2022 £</i>	Charity 2023 £	<i>Charity 2022 £</i>
Due after more than one year				
Other debtors	-	441,169	-	441,169
	<u>-</u>	<u>441,169</u>	<u>-</u>	<u>441,169</u>
	Group 2023 £	<i>Group 2022 £</i>	Charity 2023 £	<i>Charity 2022 £</i>
Due within one year				
Trade debtors	113,286	57,979	77,696	20,287
Amounts owed by group undertakings	-	-	4,419	170,601
Other debtors	462,910	832,090	468,358	699,205
Prepayments and accrued income	454,539	292,133	415,401	247,912
	<u>1,030,735</u>	<u>1,182,202</u>	<u>965,874</u>	<u>1,138,005</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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19. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank loans	102,381	101,406	92,381	91,406
Trade creditors	71,909	140,681	70,721	136,119
Amounts owed to group undertakings	-	-	10,253	91,308
Other taxation and social security	16,360	13,267	16,360	13,267
Obligations under finance lease and hire purchase contracts	-	7,348	-	7,348
Other creditors	40,657	73,425	40,657	70,276
Accruals and deferred income	394,982	234,306	327,096	123,051
	626,289	570,433	557,468	532,775
	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Deferred income at 1 January 2023	139,999	181,223	41,906	51,223
Resources deferred during the year	325,660	139,999	264,786	41,906
Amounts released from previous periods	(139,999)	(181,223)	(41,906)	(51,223)
	325,660	139,999	264,786	41,906

Deferred income comprises income received in advance relating to membership, rent and show income planned for January 2024 onwards.

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20. Creditors: Amounts falling due after more than one year

	Group 2023 £	<i>Group 2022 £</i>	Charity 2023 £	<i>Charity 2022 £</i>
Bank loans	267,986	368,965	250,486	341,465
Other loans	60,350	62,350	60,350	62,350
	328,336	431,315	310,836	403,815

The Charity has two bank loans. The first loan is secured against the Charity's fixed asset listed investment portfolio. The loan is repayable in 180 consecutive monthly installments over 15 years, ending in February 2028, after a 9 month capital repayment holiday. Interest is payable at 2.75% above the Bank of England base rate per annum.

The second loan relates to a Coronavirus Business Interruption Loan that the Charity took out in 2020. This loan is secured by a fixed and floating charge over the Charity's assets. The loan is repayable in 60 consecutive monthly installments, after a 12 month holiday period, over 6 years, ending in September 2026.

The Charity's subsidiary, Norfolk Showground Limited, borrowed a Bounce Back Loan in 2020. The loan is repayable in 60 consecutive monthly installments, after a 12 month holiday period, over 6 years, ending in September 2026.

The other loans are from the Charity's Members and others. Of these other loans **£10,850** (2022: £10,850) are interest free and **£49,500** (2022: £51,500) are interest bearing. Interest is payable on the interest bearing loans at 2% above the Bank of England base rate per annum. These loans are unsecured and are repayable on 12 months notice given in writing by the loan note holder or at the discretion of the Charity.

21. Financial instruments

Financial instruments measured at amortised cost comprise the bank loans and other loans disclosed in notes 19 and 20 above. The risk facing the Charity is that interest rates will rise due to the effects of the cost of living crisis and other external factors.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

22. Statement of funds

Statement of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2023 £
Unrestricted funds						
Designated funds						
Infrastructure investment fund	2,113,671	-	-	(57,423)	-	2,056,248
Opportunities fund	10,985	28,000	(6,366)	-	-	32,619
	<u>2,124,656</u>	<u>28,000</u>	<u>(6,366)</u>	<u>(57,423)</u>	<u>-</u>	<u>2,088,867</u>
General funds						
Unrestricted general funds	4,725,329	3,008,413	(2,990,454)	57,423	34,794	4,835,505
Total Unrestricted funds	<u>6,849,985</u>	<u>3,036,413</u>	<u>(2,996,820)</u>	<u>-</u>	<u>34,794</u>	<u>6,924,372</u>
Restricted fixed asset funds						
Norfolk Showground Arena Project	43,147	-	(3,082)	-	-	40,065
Norfolk Agricultural Association Norwich Plate	1,420	-	-	-	-	1,420
	<u>44,567</u>	<u>-</u>	<u>(3,082)</u>	<u>-</u>	<u>-</u>	<u>41,485</u>
Total of funds	<u><u>6,894,552</u></u>	<u><u>3,036,413</u></u>	<u><u>(2,999,902)</u></u>	<u><u>-</u></u>	<u><u>34,794</u></u>	<u><u>6,965,857</u></u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

22. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 January 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 December 2022 £</i>
Unrestricted funds						
Designated funds						
Infrastructure investment fund	3,100,908	-	-	(987,237)	-	2,113,671
Opportunities fund	-	66,621	(55,636)	-	-	10,985
	<u>3,100,908</u>	<u>66,621</u>	<u>(55,636)</u>	<u>(987,237)</u>	<u>-</u>	<u>2,124,656</u>
General funds						
General Funds	<u>3,627,306</u>	<u>2,820,382</u>	<u>(2,645,664)</u>	<u>987,237</u>	<u>(63,932)</u>	<u>4,725,329</u>
Total Unrestricted funds	<u>6,728,214</u>	<u>2,887,003</u>	<u>(2,701,300)</u>	<u>-</u>	<u>(63,932)</u>	<u>6,849,985</u>
Restricted fixed asset fund						
Norfolk Showground Arena Project	46,229	-	(3,082)	-	-	43,147
Norfolk Agricultural Association Norwich Plate	1,420	-	-	-	-	1,420
	<u>47,649</u>	<u>-</u>	<u>(3,082)</u>	<u>-</u>	<u>-</u>	<u>44,567</u>
Total of funds	<u><u>6,775,863</u></u>	<u><u>2,887,003</u></u>	<u><u>(2,704,382)</u></u>	<u><u>-</u></u>	<u><u>(63,932)</u></u>	<u><u>6,894,552</u></u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

22. Statement of funds (continued)

The unrestricted designated **infrastructure investment fund** was created following the disposal of land to Persimmon Homes Ltd in 2021 and consists of the gain on sale of land of £978,296 plus income from participating interests received in 2021 in Norfolk Showground Developments Limited of £2,122,612. The transfer to the general fund relates to infrastructure projects completed during the year.

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	4,135,024	41,485	4,176,509
Intangible fixed assets	60,453	-	60,453
Fixed asset investments	855,698	-	855,698
Current assets	2,827,822	-	2,827,822
Creditors due within one year	(626,289)	-	(626,289)
Creditors due in more than one year	(328,336)	-	(328,336)
Total	6,924,372	41,485	6,965,857

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	3,689,419	44,567	3,733,986
Fixed asset investments	820,659	-	820,659
Debtors due after more than one year	441,169	-	441,169
Current assets	2,900,486	-	2,900,486
Creditors due within one year	(570,433)	-	(570,433)
Creditors due in more than one year	(431,315)	-	(431,315)
Total	6,849,985	44,567	6,894,552

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

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

	Group 2023 £	<i>Group 2022 £</i>
Net income for the year (as per Statement of Financial Activities)	71,305	<i>118,692</i>
Adjustments for:		
Depreciation charges	218,976	<i>193,077</i>
Amortisation charges	3,182	<i>-</i>
Dividends, interests and rents from investments	(65,996)	<i>(31,878)</i>
Decrease/(increase) in stocks	1,054	<i>(1,420)</i>
Increase in debtors	(193,271)	<i>(150,572)</i>
Increase/(decrease) in creditors	62,229	<i>(2,998)</i>
Interest paid	31,675	<i>22,341</i>
Net loss/(gain) on investments	(29,709)	<i>44,270</i>
Net cash provided by operating activities	99,445	<i>191,512</i>

25. Analysis of cash and cash equivalents

	Group 2023 £	<i>Group 2022 £</i>
Cash in hand	1,795,980	<i>1,716,123</i>
Total cash and cash equivalents	1,795,980	<i>1,716,123</i>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

26. Analysis of changes in net debt

	At 1 January 2023 £	Cash flows £	Other non- cash changes £	At 31 December 2023 £
Cash at bank and in hand	1,716,123	79,857	-	1,795,980
Debt due within 1 year	(101,406)	102,004	(102,979)	(102,381)
Debt due after 1 year	(431,315)	-	102,979	(328,336)
Finance leases	(7,348)	7,348	-	-
	<u>1,176,054</u>	<u>189,209</u>	<u>-</u>	<u>1,365,263</u>

27. Capital commitments

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	<u>312,081</u>	<u>50,325</u>	<u>312,081</u>	<u>50,325</u>

28. Pension commitments

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension costs charge represents contributions payable by the Group to the fund and amounted to **£35,608** (2022: £32,990).

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

29. Operating lease commitments - as lessor

At 31 December 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023 £	<i>Group 2022 £</i>	Charity 2023 £	<i>Charity 2022 £</i>
Not later than 1 year	14,655	15,591	14,655	15,591
Later than 1 year and not later than 5 years	38,937	26,669	38,937	26,669
Later than 5 years	-	2,250	-	2,250
	53,592	44,510	53,592	44,510

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	Group 2023 £	<i>Group 2022 £</i>	Charity 2023 £	<i>Charity 2022 £</i>
Operating lease rentals	14,889	17,374	14,889	17,374

30. Operating lease commitments - as lessee

At 31 December 2023 the Group and the Charity had commitments to receive future minimum lease receipts under non-cancellable operating leases as follows:

	Group 2023 £	<i>Group 2022 £</i>	Company 2023 £	<i>Company 2022 £</i>
Not later than 1 year	142,976	126,266	142,976	126,266
Later than 1 year and not later than 5 years	479,098	453,208	479,098	453,208
Later than 5 years	1,280,853	1,254,214	1,280,853	1,254,214
	1,902,927	1,833,688	1,902,927	1,833,688

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

31. Related party transactions

Owing to the nature of the Charity's activities and the composition of the Board of Trustees, transactions have taken place with entities in which Trustees have an interest. However, in accordance with the Charities Statement of Recommended Practice (FRS102), disclosure of these transactions is not required if the Trustees do not have control over the other entities.

Food and Farming Discovery Trust (FFDT) is a related party as Dr C M Richards (Trustee) and M A Nicholas MBE DL (Managing Director of the Charity) are Trustees of FFDT. During the year the Association recharged to FFDT expenses totalling **£17,796** (2022: £8,962) and its subsidiary charged FFDT a trade stand fee for the Norfolk Farming Conference of **£Nil** (2022: £350). The Charity made a grant to FFDT in the year of **£15,000** (2022: £15,000) relating to staffing support. During the year the Charity commissioned activity from FFDT amounting to **£Nil** (2022: £6,000). Included within other creditors as at 31 December 2023 is a balance of **£32,299** (2022: £65,405) owed to FFDT.

The Charity also acted as an agent on behalf of FFDT during the financial year, with income being received totalling **£50,900** (2022: £76,592) and expenditure being incurred totalling **£84,005** (2022: £54,895), through a designated bank account. At 31 December 2023 a cash balance was held on behalf of FFDT of **£32,299** (2022: £65,405).

Langley School (1960) Limited (the School) is a related party as M A Nicholas MBE DL (Managing Director of the Charity), is the Chair of the School. During the year the Charity received trade stand, admissions and sponsorship income, relating to the Royal Norfolk Show, from the School of **£4,424** (2022: 4,673). During the year the Charity hired a minibus from the School for **£250** (2022: £250). No balance is outstanding with the School at the year end (2022: £Nil).

Crown House Flowers is a related party as M A Nicholas MBE DL (Managing Director of the Charity), is a close family member of the controlling party of Crown House Flowers. During the year purchases were made from Crown House Flowers of **£Nil** (2022: £113). No balance is outstanding with Crown House Flowers at the year end (2022: £Nil).

No other related party transactions have occurred in the financial year (2022: £Nil).

Accounts

Charity registration number: 289581
Company registration number: 01817702

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

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ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 DECEMBER 2022**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name	Royal Norfolk Agricultural Association	
Charity registration number	289581	
Company registration number	01817702	
Trustees	R C Alston G S Pilcher FCA R M Beazley (resigned 21 April 2022) C S J Scott C E Savory FCA L Lockhart N J Dulieu FCCA S J Hickling Dr J H Clarke Dr C M Richards A Spinks (appointed 21 April 2022)	
Registered office	Norfolk Showground Dereham Road Norwich Norfolk, NR5 0TT	
Company secretary	J D Betts	
Key management personnel	M A Nicholas MBE DL (Managing Director) J D Betts (Financial Controller)	
Auditors	Price Bailey LLP Chartered Accountants & Statutory Auditors Anglia House, 6 Central Avenue St Andrews Business Park Thorpe St Andrew Norwich, NR7 0HR	
Bankers	Lloyds Bank plc 3 Queen Street Norwich, NR2 4SG	Scottish Widows Bank plc PO Box 12757 67 Morrison Street Edinburgh, EH3 8YJ
Solicitors	Howes Percival 1 Bedding Lane Norwich, NR3 1RG	
Investment bankers	Barratt & Cooke 5 Opie Street Norwich, NR1 3DW	

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

The Board of Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their Annual Report and Financial Statements for the Royal Norfolk Agricultural Association (the Association) for the year ended 31 December 2022. The Board of Trustees confirm that the Annual Report and Financial Statements comply with current statutory requirements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

A. CONSTITUTION

The Company is registered as a charitable company limited by guarantee (Company Number 1817702, Registered Charity number 289581) and was set up by a Trust deed, and subsequently adopted memorandum and articles of association.

The principal objectives of the Association are the promotion of improvements in the breeding of livestock and plants; the invention and improvement of agricultural machines and implements; the encouragement of skills in agriculture, horticulture and allied systems of husbandry; and the encouragement of agricultural science, research and education. The principal activities and policies adopted to aid the objectives are the organisation of the Royal Norfolk Show at the Association's Showground in Costessey, and pursuit of the objectives by way of other activities including events that encourage improvement in agriculture and food production through knowledge exchange, and education.

B. RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Directors of the Company are also Charity Trustees for the purposes of charity law. Under the Company's Articles they are known as members of the Board of Trustees.

The Board encompasses a diverse mix of skills and experience to ensure that the interests of the company, its members, clients and customers are appropriately represented. Trustees are appointed after interview by the principal officers of the Association.

C. TRUSTEE INDUCTION AND TRAINING

All Trustees are engaged with the work of the Royal Norfolk Agricultural Association. Additionally, Trustees are given induction training (including a full financial briefing and a detailed insight into the business of the Association) and provided with a copy of the Memorandum and Articles of Association, the latest Annual Report and they are offered the Charity Commission's publication, CC3 'The essential trustee: what you need to know'. Trustee induction process is led by the Managing Director.

D. ORGANISATIONAL STRUCTURE

The Board of Trustees meets routinely seven times a year. The Board of Trustees exercise control over the management and operation of the Association including the management and administration of the Association's funds and assets, the maintenance and development of the Association's land and property and the engagement of all employees and the regulation of their duties, salaries and terms of service.

The Association Board of Trustees has three sub-committees – Nominations and Governance, Personnel and Remuneration, and Commercial. These sub-committees meet at least annually dealing, respectively, with matters pertaining to the Board and Governance, the RNAA's people strategy and issues relating to the remuneration of staff, and the commercial strategy which supports the delivery of our charitable objectives.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

The Personnel and Remuneration Committee provides assurance to the Trustees that the RNAA has an effective people strategy in place which supports the delivery of our overall strategy, promoting an effective, high performing and diverse workforce. It oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Trustees regarding remuneration policy.

The Commercial Board meets regularly throughout the year. Its primary purpose is to set the strategy for the commercial operations of the charity and of the Showground and to oversee the performance of Norfolk Showground Limited (NSL), the charity's trading entity. Commercial Board members are directors of NSL.

Day to day responsibility for the management of the Association rests with the Managing Director and the management team.

There is also a Council consisting of elected members of the Association, ex officio members and any person co-opted. The Council meets twice a year and has supervisory control over both the property and the general policy of the Association. Council members may undertake representational duties at the Royal Norfolk Show, and at other events and activities.

E. RISK MANAGEMENT

The Trustees have assessed the major risks to which the Association is exposed, in particular those related to the operations and finances of the Association and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. The Association has a risk assessment process consistent with good management practice. This ensures that appropriate steps have been taken to mitigate and recognise risk and that the RNAA makes the most of opportunities.

The RNAA complies with the Statement of Recommended Practice, SORP, required of UK registered charities. Trustees are responsible for ensuring that risk assessment and management processes are in place.

The RNAA uses a process of identifying risk under the following categories:

Financial
Strategic
Operational
Hazard

Individual risks are sub-grouped under six functional areas: Events (including the Royal Norfolk Show), Infrastructure, IT, Financial, Reputation and People.

Corporate risks under the above categories are detailed in a corporate risk register stating inherent risk status, the risk, controls in place, likelihood, impact, action points to improve controls, lead risk owner and an assessment of the residual risk given the adequacy of controls in place.

The probability, likely impact and the level of concern are ranked, and a risk map and plan are produced of those corporate risks requiring prioritisation and attention. The key risks identified during the course of the year were:

Failure of critical infrastructure leads to accident or restricted use of Showground – treated by the upgrade of three electricity substations and substantial repairs to the road network.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

Impact of pandemic results in events, including the Royal Norfolk Show not being financially viable – careful analysis of the public health conditions informed Board level decision making about the prospects for the Royal Norfolk Show, and other third-party events. The availability of indoor/outdoor event options significantly reduced the likelihood of event cancellations. The risk of a reduction in income from fewer events did not materialise.

Death of the Monarch (RNAA Patron) could result in cancellation/curtailment of the Royal Norfolk Show – guidance issued by the Norfolk Lieutenancy informed planning assumptions about the impact of the death of the Monarch. The risk was tolerated and did not materialise.

The evaluation of risk to the Association was a major factor in the decision to cancel the 2021 Royal Norfolk Show. In making the decision in October 2020, to cancel the 2021 Royal Norfolk Show, the Trustees considered the likelihood and impact of risks materialising which could have been avoided.

The easing of the pandemic in early 2022 enabled the Association to proceed with the planning and delivery of the Royal Norfolk Show over 29-30 June 2022. No health-related measures were required, and the Show was able to operate without restrictions. However, the continuing presence in the UK of Avian Influenza resulted in the poultry section of the Show being cancelled.

During the Covid period, the staff team had been restructured to meet the future needs of the business and reduced in size. During 2022, as activity levels returned to normal levels, the Association was able to increase the staff team to respond to additional workloads, mostly related to the return of the Royal Norfolk Show.

The Association continued to make use of local authority business grant schemes designed to support the leisure sector and its recovery from the pandemic period.

OBJECTIVES AND ACTIVITIES

The objects for which the Association is established are:

- a. To promote improvement in the breeding of livestock and plants, in the invention and improvement of agricultural machines and implements, in the encouragement of skills in agriculture, horticulture, forestry, pisciculture, rural crafts and allied systems of husbandry and the development of all systems, techniques, methods or processes connected therewith;
- b. To encourage and promote agricultural science, research and education including in relation to food, farming and the countryside; and
- c. To advance and encourage the protection and safeguarding of the environment.

Policies and objectives

1. To bring people and businesses together through a range of inspiring events promoting food, farming and the countryside.
2. To educate a wider audience about the ways of the countryside, the environment, the reduction of carbon emissions to help prevent global warming and to encourage the consumption of locally produced food.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

3. To develop a strategy for increased commercial use of Norfolk Showground, and income streams to underpin our charitable work.
4. To contribute to the development of a strategy for the region.

Criteria for measuring success

Criteria for measuring success are varied against the differing activities of the RNAA. Each activity is routinely reviewed by the Trustees who use a range of evaluation criteria that might include:

- Quality of work: The RNAA continually reviews its work to ensure that it is meeting the objectives set for the charity.
- Schedule: Has the activity been delivered to schedule against deadlines?
- Scope: Has the scope of the activity been met?
- Budget: Was the activity delivered on or within the financial parameters set?
- Team satisfaction: Feedback from volunteers and other participants is collected and reviewed. Were they satisfied with the activity? How can it be improved?
- Visitor satisfaction: Feedback from visitors – for example, those attending the Royal Norfolk Show – is collected formally and analysed to provide a wealth of data covering satisfaction with the event, advocacy and future improvements.
- External influences: How can the risks presented by pandemic/biosecurity threats be mitigated and the Association's exposure limited?
- Compliance: Does our site and do our activities comply with Health & Safety Executive legislation and guidance?

The RNAA understands its duty to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches. Its main fundraising activity is the Royal Norfolk Show and hence uses neither internal nor external fundraisers and received no fundraising complaints during the year. The RNAA is not a member of the fundraising regulator.

Strategies for achieving objectives

The Association seeks to achieve its objectives through the following main activities:

1. The annual Royal Norfolk Show as a showcase for best practice in agriculture, locally produced food, the countryside and the rural economy. The 2022 Royal Norfolk Show was held over 29-30 June and provided a successful showcase for the industry, and wider county.
2. Building a substantial enabling business through Norfolk Showground Limited, and other commercial opportunities, to help fund the main charity, seeking sustainable and relevant future options. Event bookings and other commercial activities returned to more familiar levels in 2022 as the outdoor events market recovered from the impacts of the pandemic. The RNAA maintained commercial tenants on site at Norfolk Showground throughout 2022.
3. Supporting our education vehicle, the Food and Farming Discovery Trust (FFDT). During 2022 the FFDT returned to full operating capability and delivered an inspired range of education activities.
4. Maintaining the Association's profile and presence in Norfolk, creating opportunities, building relationships and encouraging collaboration. This objective was achieved with a series of virtual and

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

online events that were scheduled throughout the year, and included a major industry consultation event, *Leading the Field*, which examined the RNAA's outputs.

5. Building a committed and active membership base. Membership levels have returned to pre-pandemic levels. A new proposition for members includes enhanced communication through the website, routine newsletters, and membership events.

Public benefit

The RNAA is a charity working for food, farming and the countryside. The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities.

The operations of the RNAA are in two areas:

- Charitable activities and the delivery of public benefit.
- Commercial activities to generate earnings to support our charitable work. The net income of all commercial activity undertaken by the subsidiaries is gift aided to the Association.

There is an overlap between our charitable and commercial activities as some events have both strands, such as the Royal Norfolk Show.

ACTIVITIES AND ACHIEVEMENTS AGAINST OBJECTIVES

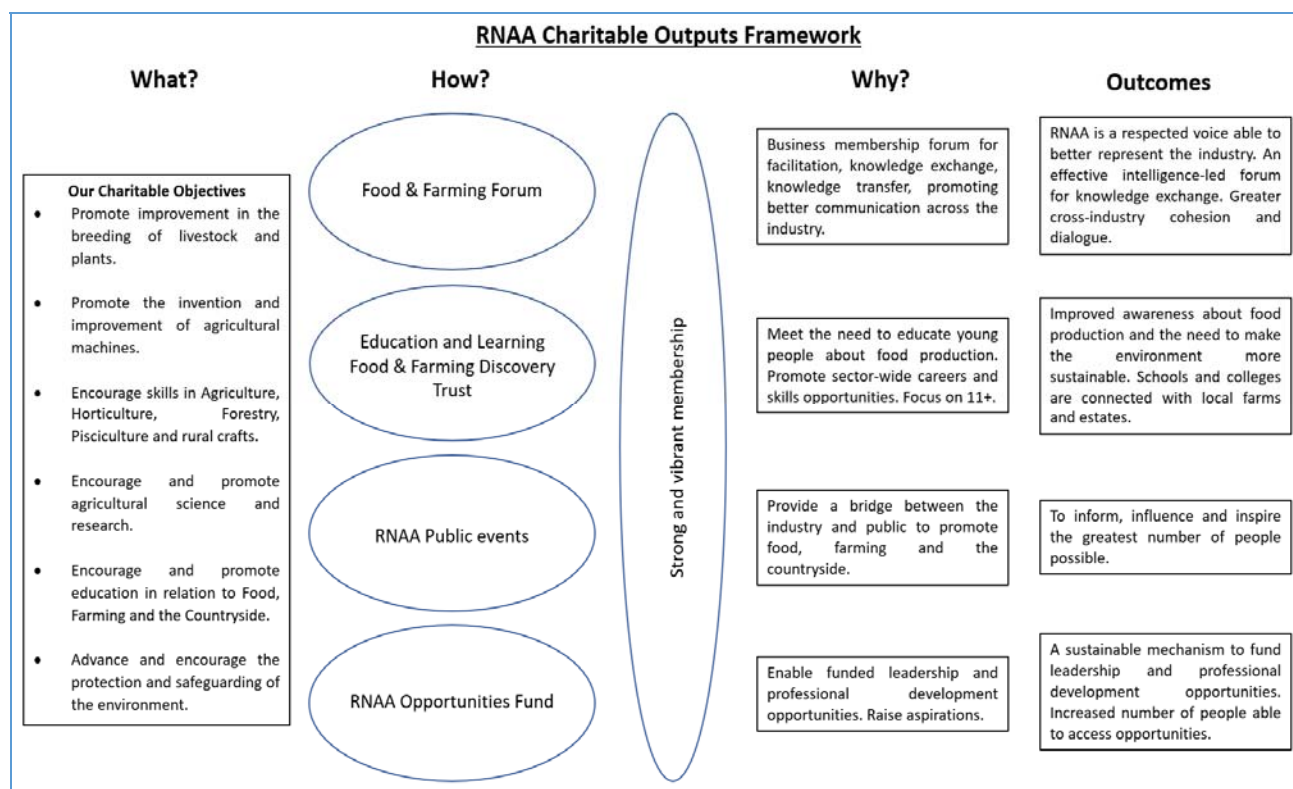
By the end of 2021 the new staff team had reached full operating capability and began to take forward a new strategy of engagement within the agricultural sector and wider business community, as well as improving internal systems and processes. The thrust of this work has been to utilise more online and digital communication, and to encourage a more commercial approach to our operations.

The receipt of up to £574,900 of grant funding from the Culture Recovery Fund (second round) in 2021 had allowed the Association to continue to function, albeit with reduced activity levels, during the period of the pandemic, but set the conditions for a relevant and sustainable business going forward. In March 2022, the RNAA drew together the *Leading the Field* consultation, bringing together farmers and landowners, research and education institutions, local and regional policymakers and other stakeholders to help inform the Association's strategy. A recurring theme was the opportunity for the RNAA to use its leverage more effectively to bring together people and resources for the benefit of the agricultural sector. The exercise – supported by a wider ongoing programme of consultation – identified that the Association is perfectly placed to ensure that a broad range of stakeholders can be better connected to share and exchange knowledge and, at a local level, to identify, understand and address the complex challenges facing the industry.

A summary of the new strategy is provided here:

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022



The key lines of development of this strategy are:

Food and Farming Forum

The Association has continued to develop the concept of a food and farming forum to support the local agricultural industry. The concept provides for a broad-based membership forum that provides access to an intelligence-led network of food and farming organisations for the benefit of collaboration, knowledge exchange and problem solving. Bringing together practitioners, researchers, educators and consumers, the forum aims to enhance the sharing of knowledge, and the ability to solve industry problems at a local level.

Food & Farming Discovery Trust

Dr Shannon Woodhouse, formerly of the John Innes Centre, was appointed Trust Manager in March 2022. Under Dr Woodhouse's leadership the Trust has developed an effective programme of learning activities for Key Stage 1-3 youngsters. Partnerships have been developed with The Morley Agricultural Foundation, John Innes Foundation, the Wherry School, and with Norwich Research Park user organisations. The RNAA has continued to be the lead supporting organisation for the FFDT, securing funding for revenue and projects, and providing finance management and administrative support.

Public events

The new strategy re-enforces the importance of the Royal Norfolk Show as an event that brings together the agricultural community and connects the industry with the wider public. It is envisaged that other public events are mounted as a response to demand, or to achieve a specific objective. The 6th Norfolk Skills and Careers Festival was held over 9-10 March 2022. The event is of regional importance and provided a skills and careers showcase for 7,500 youngsters (2021 – Nil as no Festival held) from across Norfolk and Suffolk, who were able to learn from 100 employers (2021 – Nil as no Festival held) representing many sectors. The Festival is run by the RNAA and supported by a coalition of willing organisations who understand the importance of inspiring the young generation with regard to their future employment opportunities.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

RNAA Opportunities Fund

The RNAA Opportunities Fund has been established to enable an expansion of the support we are able to offer to those considering a career in farming or seeking to develop their skills and experience. The aim is to help young people to achieve their potential and to open their eyes to the breadth of opportunity a career in food and farming can offer. In the short to medium term, the Fund will seek to provide bursaries, grants, scholarships, mentoring and other forms of support, including building on our own education work and formalising volunteer and young ambassador schemes. The fund launched in November 2022 and through fundraising efforts has been able to fund:

- The award of a Nuffield Farming Scholarship to Harry Barnett, Holkham Potato Enterprise.
- Made grants to two farmers towards their continued professional development by undertaking Worshipful Company of Farmers leadership development course.
- Enabled three outstanding aspiring farmers to attend the Oxford Farming Conference.
- Provided for 17 bursaries for attendance at the annual Agri-TechE REAP conference.

In the longer term, we plan to build an endowment to secure these opportunities for future generations.

Royal Norfolk Show

The first post-pandemic Royal Norfolk Show took place on 29-30 June 2022. The Show returned largely with its character unchanged but with a fresh 'look and feel'. Overall attendance was confirmed as 78,796 (2021 – Nil as no show held). Livestock showing numbers whilst strong were slightly down on the 2019 Show. We were delighted to have hosted the Aberdeen Angus National Summer Show and the Kerry Hill Sheep Annual Show. Other elements of the agricultural industry were strongly represented at the Show, and it was pleasing to see many agricultural related organisations undertaking engagement opportunities. We were particularly pleased to have welcomed the Royal Agricultural Society of the Commonwealth, and the Council for Awards of Royal Agricultural Societies. The Show also provided a fitting opportunity for the celebration of Queen Elizabeth II's Platinum Jubilee with a large-scale musical pageant involving school children taking place in the Grand Ring. HRH The Princess Royal, past President, visited the Show on Wednesday 29 June.

Support to Agricultural Charities

Recognising the importance of local agricultural charities, we have been delighted to further our close relationship with the YANA (You Are Not Alone) charity and provide the charity with office facilities. The Norfolk Federation of Young Farmers Clubs headquarters, is co-located with the RNAA office. In December 2022 Norfolk FWAG (Farming and Wildlife Advisory Group) re-located its office to Norfolk Showground. The development of a hub of like-minded organisations will help enable further collaboration and idea sharing as we support the agricultural sector in Norfolk.

Additionally, the Association provided support to the Norfolk Community Foundation project Nourishing Norfolk, which aims to alleviate food poverty through the provision of local food hubs. The RNAA has provided central warehouse space and helped coordinate communication efforts with food producers.

Grant funding was awarded to Norfolk Federation of Young Farmers Clubs, Food & Farming Discovery Trust, and the Nuffield Global Tour Fund.

Education

2022 has been a busy and successful year for our sister charity the Food and Farming Discovery Trust. The Learn About Livestock Project, sponsored by the Clan Trust, grew from six schools to over double the number

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

in 2022. The project enables school children to experience farming first-hand by looking after a ewe and her lamb(s) on school grounds for an entire week.

The Discovery Zone is the educational hub for the Royal Norfolk Show and this year we welcomed over 8,000 school and home educated children (2021 – Nil as no show held). Themed on the Norfolk staple crop the potato, students could explore planters that represented a potato field in different seasons and harvest a potato, before peeling and slicing it to create their own chips. At the Show we also launched our new Show Ambassadors Scheme for Sixth Form Students. The scheme aims to promote leadership, communication, and teamwork, by giving students the responsibility of being an integral part of the Discovery Zone. The scheme worked extremely well and saw students engaging with their peers, the public and our generous funders.

2022 also saw the launch of the On The Map Project, in partnership with the Science Art and Writing Trust. This project, funded by Anguish's Educational Foundation, aims to connect schools to local food producers and growers, to enable students to learn more about food production, land—use and career opportunities in their local area. We hope the legacy of this project will be lasting connections between organisations and schools.

The new digital platform was launched in September. This interactive site will be the home for all online resources, and already hosts our Conscious Consumers Resources. The hub also includes interactive maps of Norfolk, careers information, and enables visitors to keep up to date with the latest news from the FFDT.

Looking to 2023 we intend to be involved in the Norwich Science Festival in February and to host our first AgriTech Careers for a Sustainable Future Event at the John Innes Centre in March. We hope to extend our reach through our expanding portfolio of events, allowing even more young people the opportunity to learn more about food, farming and the countryside.

Jamie Lockhart, Managing Director at Frederick Hiam Ltd, continues with his Nuffield Scholarship, sponsored by the RNAA. Harry Barnett, Holkham Potato Enterprise Manager, was awarded a Nuffield Scholarship in 2022

Knowledge Transfer

This is a key activity as we try to encourage the industry to work more collaboratively. During 2022 we have supported:

AgriTech week – a partnership initiative, founded in 2014 by Agri-TechE (formerly Agri-Tech East) and the Royal Norfolk Agricultural Association. In November a visit for 70 RNAA members was conducted to Mill Farm, Tharston to tour a robotic dairy milking system. Participants on the visit included a cohort of students from East Norfolk Sixth Form College.

The YIELD network – this group of younger members now numbers over 270 consisting of farmers, vets and others working in allied industries and is run by a management committee drawn from the membership. The group met on a number of occasions during 2022 – for virtual and physical events – which included knowledge exchange and professional development. Our YIELD Group of young professionals has taken full advantage of a wealth of knowledge sharing opportunities throughout the year. Highlights of the YIELD programme have included: an industry briefing with Emily Norton, Head of Research Savills Plc; a study of low carbon farming techniques at the new Bom tomato growing facility; a tour of the Broadland Food Innovation Cluster project and vertical farm at the Food Enterprise Zone, Honingham; and a tour of precision farming techniques at Bush Green Farm, Diss, hosted by AJ Alexander and Son.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

YIELD is now recognised as an influential group for those who are passionate about farming and want to be part of a successful forward-thinking industry.

During 2022 the RNAA assumed the lead for the organisation of the Norfolk Farming Conference. The first post-pandemic conference was held at Norfolk Showground on 30 November 2022. Over 300 delegates attended the conference which was chaired by Dr Belinda Clarke, Director Agri-TechE. The top-level themes of Trade – Challenges and Opportunities; Farming Carbon and the Environment; and Water – resource use and flood mitigation were illustrated by key note speakers including Lord Dannatt, Daniel Zeichner MP, Tom Bradshaw NFU, and Sir Dieter Helm economist.

ESTATE AND INFRASTRUCTURE

Following the receipt of funds from the disposal of land to Persimmon Homes Ltd in 2021 a programme of urgent maintenance and existing capital expenditure has been undertaken. The Showground has required significant investment in existing infrastructure and we have taken the opportunity to improve the energy efficiency of the Showground site. During 2022 investment has totalled £1,042,398 (2021 - £96,277) and delivered the following:

Water supply system. A project to supply the Showground with non-potable/potable water from a neighbouring landowner was completed in June 2022. The impact of this project is to secure the supply of water at a sustainable cost for the long term, and to reduce the risk of waterborne bacteria through improved treatment procedures.

Electricity Substation upgrades. All three substations have been upgraded and updated. The completion of these upgrades significantly reduces the risk of power failure to the site.

PV Solar installation. PV panels have been mounted onto the roof of the Norfolk Events Centre. The capacity of the system is to produce 102% of our electricity requirement (weather dependent). The export of electricity will be achieved once the system is connected to the National Grid.

FINANCIAL REVIEW

On a consolidated basis, our net surplus before gains/(losses) on investments totalled £182,624 (2021 – £3,197,470). The results in the year have been influenced by the following major factors:

- The first Royal Norfolk Show since 2019 generated an income of £1,475,547 (2021 – Show income £Nil). This income was higher than budgeted, principally due to increased admission revenues.
- Royal Norfolk Show costs including staff costs were £1,164,157 (2021 – Show costs £Nil). These were slightly lower than overall budgeted amounts due to tight financial controls.
- Membership subscription income was £170,830 (2021 - £62,077). This amount was higher than budgeted and mainly due to the return of the Royal Norfolk Show following the hiatus caused by the Covid-19 global pandemic.
- Norfolk Showground Limited made a profit of £274,289 (2021 - £116,587) on income of £761,451 (2021 - £417,600) reflecting the return of the events at the showground following the introduction of the Government's Road Map to Recovery in early 2021.
- Showground facilities maintenance costs of £296,621 (2021 - £215,528) were under budget.
- Realised and unrealised losses on investments were £63,932 (2021 – gains £93,723).

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

- The surplus for 2021 includes income of £3,100,908 from the sale of land

The Association continues to manage its costs through careful item by item budgeting, regular financial reporting, a purchase order system and frequent reviews of costs by executive staff and Trustees.

PLANS FOR THE FUTURE

Responding to changing social and environmental trends, the Association will ensure that it implements measures to attract new members, creating further diversity within the organisation, and that the Association's profile is enhanced as consumers become more conscious about food production and the impacts of climate change.

In 2022 the Board of Trustees began the implementation of a new strategy for the development of Norfolk Showground. The strategy is summarised as:

Any development of the Showground will provide a **commercially viable, robust and sustainable financial** footing for the RNAA to pursue its core aims and objectives.

The development will grow out of the Royal Norfolk Show and reinforce the RNAA's core objects by **creating a unique sense of place** reflecting the RNAA, reflecting its ethos, purpose and connection with **food, farming and the countryside**. Development will support and prepare for the next evolution of the Show.

The Showground will be a **flagship destination for Norfolk**, the region and beyond. It will have a local impact and be (inter-)nationally recognised.

The Showground will be an **open parkland, brought to life**, used and shaped by its communities and visitors.

The experience created by new development on the Showground will be a **show of shows, a festival ground**, rather than a single venue, which at its heart celebrates agriculture and food.

The Showground will become a place where people go for **enjoyment and connect with food, farming and the countryside**.

Projects under development and consideration in 2023 are:

Norfolk Events Centre extension

Formally known as Norfolk Arena, the Norfolk Events Centre is to receive an extension to the existing facility and refurbishment of parts of the main exhibition hall. The extension will provide for ancillary accommodation including kitchen facilities, bar space, breakout rooms, storage space, and improved external lighting. The aim is to create a more versatile facility by providing useful spaces and to enable the main exhibition hall to be divided with a movable soundproof wall. Planning permission was received for the project in December 2022 and work is expected to be completed by October 2023.

Norfolk Food Hall and Market Garden

A planning application has been submitted to build a food hall and market garden at Norfolk Showground. The RNAA intends to build a Food Hall and Cafe promoting the best of local produce. Taking advantage of the Showground's location and the wealth of producers and processors in the county, this will give a high-profile shop window for small businesses, with interpretation and education activities. The associated Market Garden will give the opportunity to engage with growing and selling produce. The aim will be to equip those engaging with the project to initiate and support growing in their local communities as well as enabling the development of new skills and associated health and wellbeing benefits.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

Norfolk Showground Caravan Site

A planning application has been submitted to resurrect a caravan site at the Showground. The caravan site will support the drive for greater use of the Showground for a range of indoor and outdoor events.

Reserves Policy

The Association has assessed that reserves of £1,000,000 should be maintained to cover the full overheads of the business for 12 months, in cash or other liquid assets and investments in case the Royal Norfolk Show is cancelled in any year.

Current reserves of the group are £6,894,552 (2021: £6,775,863) which includes restricted funds of £44,567 (2021: £47,649) and unrestricted funds of £6,849,985 (2021: £6,728,214). The charity measures free reserves as unrestricted reserves less fixed assets but including the surplus investments over those secured by the bank. At 31 December 2022 free reserves totalled £2,919,362 (2021: £3,649,983).

Going Concern

The trustees have considered the level of funds held at the year end. The trustees have also considered the forecast income and expenditure to 31st December 2024 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Investment Policy

Under its constitution, the Association has the power to invest funds not immediately required for its charitable purposes.

The Trustees have considered the most appropriate policy for investing funds and concluded to maintain a balanced portfolio of listed investments to provide the maximum financial return to the charity and to invest surplus cash funds on various deposits to receive the highest rate of interest whilst mitigating risk and ensuring all liabilities can be met within their due dates. The Trustees are satisfied with the returns for the year.

The share portfolio is managed by Barratt & Cooke, on a discretionary basis, to meet the requirements of a security charge by Lloyds Bank. It is reviewed annually by the Trustees and regular performance reviews are held with Barratt & Cooke who provide quarterly update to the Association on an ongoing basis. The Trustees' policy is that the portfolio maintains a cautious positioning to ensure that obligations to the bank charge can be met. During 2022 the portfolio has seen a decline due to global economic events but has maintained an average value of over £800,000 and returned 3.00%.

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

law the directors 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102;
- 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

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 Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

PROVISION FOR INFORMATION TO AUDITOR

In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing this report, the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 02 March 2023 and signed on its behalf by:

R C Alston

Rob Alston (Apr 5, 2023, 8:56am)

R C Alston

Trustee

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Opinion

We have audited the financial statements of Royal Norfolk Agricultural Association (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 December 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated and Charity Cash Flow Statement, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. Our responsibility is to read the other information and, in doing so,

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and charitable company this included employment law, financial reporting, data protection and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed minutes of Trustee meetings, any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management including those responsible for the key regulations. We have reviewed the procedures in place for reporting of incidents to the Trustee Board and, escalation procedures and serious incident reporting of these matters as necessary with the Charity Commission.
- We have made enquiries of management and trustees of the Association regarding laws and regulations applicable to the organisation.
- We reviewed the risk management processes and procedures in place including a review of this document by the Board of Trustees.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**INDEPENDENT AUDITORS' REPORT OF THE AUDITORS
TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION**

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Helena Wilkinson BSc FCA DChA
Senior Statutory Auditor**

For and on behalf of
PRICE BAILEY LLP
Chartered Accountants and Statutory Auditors

Anglia House 6 Central Avenue
St Andrews Business Park
Thorpe St Andrew
Norwich
NR7 0HR

Date: **6 April 2023**

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Note	Unrestricted general £	Unrestricted designated £	Restricted £	Total 2022 £	Total 2021 £
Income and endowments from:						
Grants and Donations	2	150,543	550	-	151,093	559,725
Charitable activities	3	1,656,092	66,071	-	1,722,163	115,034
Other trading activities	4	973,903	-	-	973,903	584,280
Investments	5	31,878	-	-	31,878	23,179
Other	6	7,966	-	-	7,966	3,149,682
Total income		2,820,382	66,621	-	2,887,003	4,431,900
Expenditure on:						
Raising funds (being subsidiary expenditure)	4	158,165	-	-	158,165	87,456
Charitable activities	7	2,487,499	55,636	3,082	2,546,217	1,146,974
Total expenditure		2,645,664	55,636	3,082	2,704,382	1,234,430
Net income/(expenditure)		174,718	10,985	(3,082)	182,621	3,197,470
Net (losses) / gains on investments		(63,932)	-	-	(63,932)	93,723
Net movement in funds		110,786	10,985	(3,082)	118,689	3,291,193
Reconciliation of funds:						
Funds brought forward		3,627,306	3,100,908	47,649	6,775,863	3,484,670
Movement between funds		987,237	(987,237)	-	-	-
Total funds carried forward		4,725,329	2,124,656	44,567	6,894,552	6,775,863

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 20 to 43 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
REGISTERED NUMBER: 04329682

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	11	3,733,986	2,843,282
Investments	12	<u>820,659</u>	<u>868,689</u>
		4,554,645	3,711,971
Current assets			
Stock		2,161	741
Debtors: amounts falling due after more than one year	13	441,169	1,207,495
Debtors: amounts falling due within one year	13	1,182,202	1,031,633
Cash at bank and in hand		<u>1,716,123</u>	<u>1,937,048</u>
		3,341,655	4,176,917
Creditors: amounts falling due within one year	14	<u>(570,433)</u>	<u>(573,925)</u>
Net current assets		2,771,222	3,602,992
Total assets less current liabilities		7,325,867	7,314,963
Creditors: amounts falling due after more than one year	15	<u>(431,315)</u>	<u>(539,100)</u>
Net assets		<u>6,894,552</u>	<u>6,775,863</u>
Group Funds			
Unrestricted general funds		4,725,329	3,627,306
Unrestricted designated funds	18	2,124,656	3,100,908
Restricted fixed asset fund	19	44,567	47,649
Total group funds		<u>6,894,552</u>	<u>6,775,863</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Trustees on 02 March 2023 and signed on their behalf, by:

R C Alston

Rob Alston (Apr 5, 2023, 8:56am)

R C Alston

Trustee

C E Savory

Charlie Savory (Apr 5, 2023, 3:17pm)

C E Savory ACA

Trustee

The notes on pages 20 to 43 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
REGISTERED NUMBER: 04329682

COMPANY BALANCE SHEET
AS AT 31 DECEMBER 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	11	3,733,986	2,843,282
Investments	12	<u>820,662</u>	<u>868,692</u>
		4,554,648	3,711,974
Current assets			
Debtors: amounts falling due after more than one year	13	441,169	1,050,805
Debtors: amounts falling due within one year	13	1,138,005	496,150
Cash at bank and in hand		<u>1,697,320</u>	<u>452,985</u>
		3,276,494	1,999,940
Creditors: amounts falling due within one year	14	<u>(532,775)</u>	<u>(558,463)</u>
Net current assets		<u>2,743,719</u>	<u>1,441,477</u>
Total assets less current liabilities		7,298,367	5,153,451
Creditors: amounts falling due after more than one year	15	(403,815)	(501,600)
Net assets		<u>6,894,552</u>	<u>4,651,851</u>
Charity Funds			
Unrestricted general funds		4,725,329	3,625,906
Unrestricted designated funds	18	2,124,656	978,296
Restricted fixed asset fund	19	44,567	47,649
Total charity funds		<u>6,894,552</u>	<u>4,651,851</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Trustees on 02 March 2023 and signed on their behalf, by:

R C Alston

Rob Alston (Apr 5, 2023, 8:56am)

R C Alston
Trustee

C E Savory

Charlie Savory (Apr 5, 2023, 3:17pm)

C E Savory ACA
Trustee

The notes on pages 20 to 43 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Cash flow from operating activities				
Net movement in funds	118,692	3,291,193	2,242,701	1,168,581
<u>Adjusted for:</u>				
Depreciation	193,077	164,946	193,077	164,946
Profit on disposal of tangible fixed assets	-	(978,296)	-	(978,296)
Dividend and interest income	(31,878)	(23,179)	(31,878)	(23,179)
Net loss/(gain) on investments	44,270	(93,723)	44,270	(93,723)
Interest paid	22,341	12,494	21,280	12,132
Decrease/(increase) in trade and other debtors	(150,572)	(2,063,126)	(32,219)	(1,120,663)
(Decrease)/increase in trade and other creditors	(2,988)	(80,984)	(25,194)	(95,073)
Decrease/(increase) in stock	(1,420)	41	-	-
Net cash flow from operating activities	<u>191,512</u>	<u>229,366</u>	<u>2,412,037</u>	<u>(965,275)</u>
Cash flow from investing activities				
Dividend and interest income	31,878	23,179	31,878	23,179
Purchase of investments	(101,802)	(171,382)	(101,802)	(171,382)
Reclassification of investments from cash	(16,013)	-	(16,013)	
Proceeds from sale of investments	121,575	163,276	121,575	163,276
Return of capital from investment in participating interests	-	286,587	-	-
Purchase of tangible fixed assets	(1,083,781)	(96,277)	(1,083,781)	(96,277)
Proceeds of sale of tangible fixed assets	766,326	1,034,329	-	1,034,329
Net cash flow from investing activities	<u>(281,817)</u>	<u>1,239,712</u>	<u>(1,048,143)</u>	<u>953,125</u>
Cash flow from financing activities				
Repayment of borrowings	(108,279)	(55,116)	(98,279)	(52,616)
Interest paid	(22,341)	(12,494)	(21,280)	(12,132)
Net cash flow from financing activities	<u>(130,620)</u>	<u>(67,610)</u>	<u>(119,559)</u>	<u>(64,748)</u>
Net increase / (decrease) in cash and cash equivalents	<u>(220,925)</u>	<u>1,401,468</u>	<u>1,244,335</u>	<u>(76,898)</u>
Cash and cash equivalents at start of year	1,937,048	535,580	452,985	529,883
Cash and cash equivalents at end of year	<u>1,716,123</u>	<u>1,937,048</u>	<u>1,697,320</u>	<u>452,985</u>

The notes on pages 20 to 43 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

1.1. GENERAL INFORMATION

The Association is a private company limited by guarantee, incorporated in England and Wales, and the registered office is as stated on page 2 of these accounts. Under Section 60 of the Companies Act 2006 it is exempt from the requirement to use the word “limited” after its name. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. There are currently circa 2,956 members (2021 – circa 1,264).

1.2. BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019), applicable accounting standards and the Companies Act 2006 and comply with SORP’s provisions currently in effect.

The Royal Norfolk Agricultural Association 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 note(s).

The financial statements are presented in sterling and rounded to the nearest pound.

1.3. GROUP FINANCIAL STATEMENTS

The financial statements consolidate the accounts of Royal Norfolk Agricultural Association and its subsidiary undertakings (‘subsidiaries’) Norfolk Showground Limited and Norfolk Showground Developments Limited on a line by line basis. A separate Statement of Financial Activities has not been presented because the Association has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

The summary financial performance of the charity alone is:

	2022 £	2021 £
Turnover	4,848,622	2,217,382
Expenditure	(2,541,989)	(1,142,524)
Net (losses) / gains on investments	(63,932)	93,723
Net movement in funds	2,242,701	1,168,581
Funds brought forward	4,651,851	3,483,270
Funds carried forward	6,894,552	4,651,851

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1. ACCOUNTING POLICIES (CONTINUED)

1.4. GOING CONCERN

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist and that there is a sufficient level of funds held at the year end. The trustees have also considered the forecast income and expenditure to 31st December 2024 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.5. INCOME RECOGNITION

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income received in advance of an event is deferred until the criteria for income recognition is met (see note 14). Members and Vice Presidents pay an annual subscription.

In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

Where services are provided to the Charity as a donation that would normally be purchased from suppliers, if material, these are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Charity has control over the item. Fair value is determined on the basis of the value of the gift to the Charity. For example the amount the Charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure. The only such services were made by volunteers and were immaterial in value.

Income from trading activities includes income earned from the trading subsidiary, Norfolk Showground Limited, land rental and lease income. Norfolk Showground Limited's principal activity is the events and rental business. Income is received in exchange for services in order to raise funds and is recognised when entitlement has occurred. Recognition of any trading income invoiced in advance for events which will be held after the end of the financial year is deferred until the event has occurred. Rental income is recognised as the Charity's right to receive payment is established.

Investment income from the Association's investment's in joint ventures is recognised as the Charity's right to the profits is established. Any profit allocations received are credited to the Statement of Financial Activities.

Investment income earned from the Association's investment portfolio includes dividends and interest, and is recognised on an accruals basis.

Income from government and other grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

1 ACCOUNTING POLICIES (CONTINUED)

1.6. FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Investment income, gains and losses are allocated to the appropriate fund.

1.7. EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classed under the following activity headings:

- Costs of raising funds comprise the costs of the commercially trading subsidiary companies.
- Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the company and their associated support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.8. SUPPORT COST ALLOCATION

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the Charity. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources e.g. staff costs are allocated by estimated time spent.

The analysis of these costs is included in Note 8.

1.9. GIFT AID DONATION AND TAX RELIEF THEREON

Profits made by Norfolk Showground Limited and Norfolk Showground Developments Limited are donated to the parent charity, Royal Norfolk Agricultural Association. As per FRS102, an expected gift aid payment is not to be accrued unless a legal obligation to make the payment exists at the reporting date.

A deed of covenant is in place between Norfolk Showground Limited and Royal Norfolk Agricultural Association, therefore the gift aid payment is accrued at the year end.

On the other hand, there is no such legal obligation between Norfolk Showground Developments Limited and Royal Norfolk Agricultural Association therefore the donation of profits is reflected in the year in which the payment of the profits is made from the subsidiary to the parent entity. The tax effects are taken into account at the reporting date when it is probable that the gift aid payment will be made in the following 9 months.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1 ACCOUNTING POLICIES (CONTINUED)

1.10. FIXED ASSETS

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended. All assets costing more than £500 are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Buildings & improvements	3 – 80 years straight line
Plant & machinery	5% - 30% reducing balance

Depreciation is not charged on freehold land.

1.11. INVESTMENTS

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

The investment in the trading subsidiaries is measured at cost. Other investments are measured at cost less impairment.

1.12. STOCK

Stock is included at the lower of cost or net realisable value and includes branded items for resale.

1.13. DEBTORS AND CREDITORS RECEIVABLE/PAYABLE WITHIN ONE YEAR

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.14. CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15. LOANS AND BORROWINGS

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1 ACCOUNTING POLICIES (CONTINUED)

1.16. FINANCE LEASE

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the charitable company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

1.17. FINANCIAL INSTRUMENTS

The association only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of

- Fixed assets which are measured at cost less depreciation.
- Investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing market value. The value of investments as well as their original cost is stated in note 12.
- Bank loans which are measured at amortised cost using the effective interest method.

Financial assets include investments in the listed portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments. Financial liabilities include bank loans, hire purchase obligations, trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

1.18. PENSION COSTS

The association provides a defined contribution pension scheme, whereby the association and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the group. The pension charge in the financial statements represents the amounts payable by the association to the fund in respect of the period.

1.19. OPERATING LEASES

Rent payable and receivable under operating leases is charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

1.20. TAXATION

The charity is exempt from taxation in respect of income and 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 the charitable purposes.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

1 ACCOUNTING POLICIES (CONTINUED)

1.21. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies. The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- The estimation of the useful economic life of property, plant and equipment. Depreciation policies have been set according to management's experience of the useful economic lives of the assets in each category, something which is reviewed annually. The carrying value of these tangible fixed assets are detailed in note 11.

2. INCOME FROM DONATIONS AND GRANTS

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
South Norfolk Council grant (Local restrictions and restart grant)	-	39,085
Cultural Recovery Fund grant (National Lottery Heritage Fund)	-	474,900
Cultural Recovery Fund grant (Arts Council England)	80,000	20,000
Other grants & donations (each less than £5,000)	71,093	25,740
	151,093	559,725

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Admissions	624,021	13,103
Trade stand fees	427,977	10,988
Membership subscriptions and guest badges	192,797	62,077
Sponsorship and prize money contributions	161,754	12,900
Car parking	30,596	-
Catering concessions	84,272	-
Entry fees	78,207	15,966
Other income	122,539	-
	1,722,163	115,034

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

4. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Land rental and lease income	212,451	166,680
Income from trading subsidiary for events	761,452	417,600
	973,903	584,280

The wholly owned trading subsidiary Norfolk Showground Limited is incorporated in England and Wales (company number 02814458) and pays all of its profits to the charity under the gift aid scheme. Norfolk Showground Limited is responsible for the holding of and the licensing to hold events on the Norfolk Showground.

The summary financial performance of the subsidiary Norfolk Showground Limited alone is:

	2022 £	2021 £
Turnover	761,452	417,600
Cost of sales and admin costs	(157,104)	(87,094)
Interest costs	(1,061)	(362)
Governance costs	(4,225)	(4,450)
Management and licence fees (eliminated on consolidation)	(404,773)	(229,107)
Other operating income	80,000	20,000
Net profit	274,289	116,587
Brought forward capital and reserves	1,399	1,399
Amount gift aided to association	(275,686)	(116,587)
Retained in subsidiary	2	1,399

The assets and liabilities of the subsidiary were as follows:

	2022 £	2021 £
Current assets	194,185	275,043
Current liabilities	(166,683)	(236,144)
Liabilities falling due after more than one year	(27,500)	(37,500)
Total net assets	2	1,399

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

5. INVESTMENT INCOME

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Dividend income	26,289	23,113
Bank interest receivable	5,589	66
	31,878	23,179

6. OTHER INCOME

	Unrestricted funds 2022 £	Unrestricted funds 2021 £	Unrestricted designated funds 2021 £
Coronavirus Job Retention Scheme	-	39,257	-
Sundry income	7,966	9,517	-
Gain on sale of land	-	-	978,296
Income from participating interests	-	-	2,122,612
	7,966	48,774	3,100,908

There was no designated income in the year to 2022.

The wholly owned trading subsidiary Norfolk Showground Developments Limited is incorporated in England and Wales (company number 08977136) and pays all of its profits to the charity under the gift aid scheme. Norfolk Showground Development Limited is responsible for transactions pertaining to the sale of land and options held within the joint venture ELC LLP and realisation of profits therein.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

6. OTHER INCOME (CONTINUED)

The summary financial performance of the subsidiary Norfolk Showground Development Limited alone is:

	2022	2021
	£	£
Income from participating interests in joint venture	<u>-</u>	<u>2,122,612</u>
Net profit	-	2,122,612
Brought forward capital and reserves	2,122,613	1
Gift aided to parent	(2,122,612)	-
	<u>1</u>	<u>2,122,613</u>
Retained in subsidiary	<u>1</u>	<u>2,122,613</u>

The assets and liabilities of the subsidiary were as follows:

	2022	2021
	£	£
Current assets falling due after one year	-	156,690
Current assets falling due within one year	170,602	2,252,509
Current liabilities	<u>(170,601)</u>	<u>(286,586)</u>
Retained in subsidiary	<u>1</u>	<u>2,122,613</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

7. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

The charity is considered to have only one activity which is the promotion of improvement in agriculture and encouragements of agricultural science, research and education.

2022	Direct costs	Support costs	Total 2022
	£	£	£
Show costs	908,432	-	908,432
Staff costs	235,084	352,626	587,710
Premises costs	395,816	-	395,816
Other costs	383,348	270,911	654,259
	1,922,677	623,537	2,546,217
 2021	 Direct costs	 Support costs	 Total 2021
	£	£	£
Show costs	57,871	-	57,871
Staff costs	178,869	268,304	447,173
Premises costs	155,759	-	155,759
Other costs	236,277	249,894	486,171
	628,776	518,198	1,146,974

All direct costs were unrestricted in this year and last. Within support costs, £3,082 (2021: £3,082) is restricted expenditure and £673,006 (2021: £515,116) is unrestricted.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

8. SUPPORT COSTS

2022	Unrestricted £	Restricted £	Total 2022 £
Wages and salaries	352,626	-	352,626
Professional fees	17,298	-	17,298
Insurance	9,628	-	9,628
Postage and telephone	9,727	-	9,727
Other office expenses	11,257	-	11,257
Bank loan interest	18,976	-	18,976
Member loan interest	1,785	-	1,785
Depreciation	175,515	3,082	178,597
<u>Governance costs</u>			
Audit and accountancy services	19,625	-	19,625
Trustees' insurance	1,488	-	1,488
Trustees' meeting expenses	2,530	-	2,530
	620,455	3,082	623,537
2021	Unrestricted £	Restricted £	Total 2021 £
Wages and salaries	268,304	-	268,304
Professional fees	47,614	-	47,614
Insurance	8,717	-	8,717
Postage and telephone	7,168	-	7,168
Other office expenses	6,464	-	6,465
Bank loan interest	10,139	-	10,139
Member loan interest	932	-	931
Depreciation	149,493	3,082	152,575
<u>Governance costs</u>			
Audit and accountancy services	14,000	-	14,000
Trustees' insurance	1,488	-	1,488
Trustees' meeting expenses	797	-	797
	515,116	3,082	518,198

Support costs are allocated to costs of raising funds and expenditure on charitable activities on a basis which is estimated to be consistent with the use of resources.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

9. STAFF COSTS

	Total 2022	Total 2021
	£	£
Wages	506,493	367,076
Redundancy payments	-	12,520
Social security	48,226	39,880
Pension costs	32,990	25,969
	587,709	445,445

The average number of employees during the year, on head count basis, was as follows:

	2022	2021
Office administration	3	3
Shows and events	11	4
Showground maintenance	4	3
	18	10

The number of higher paid employees was:

	2022	2021
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-

The charity trustees were not paid or received any other benefits from the Association or its subsidiary in the year (2021 - £Nil) neither were they reimbursed expenses during the year (2021 - £Nil). No charity trustees received payment for professional or other services supplied to the charity (2021 - £Nil).

The key management personnel of the parent charity, the Association, comprise the Trustees, the Managing Director and the Financial Controller. The total employee benefits of the key management personnel of the Trust were £170,307 (2021: £164,858).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiaries. The key management personnel of its wholly owned subsidiaries are the same as those of the parent charity.

Royal Norfolk Agricultural Association is committed to paying a former employee a pension contribution of £200/month, for the lifetime of this person. There will be no adjustment for inflation, and there is no next of kin entitlement.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging:

	2022	2021
Depreciation	193,077	164,946
Profit on sale of fixed assets	-	978,296
Auditor remuneration	16,700	11,150
- Audit		
- Other financial services	1,950	2,100
Operating lease rental costs	17,374	10,710
for plant and machinery		
Operating lease income	<u>212,451</u>	<u>118,516</u>

11. TANGIBLE FIXED ASSETS

Group and Charity:

	Freehold land	Buildings and improvements	Assets under Construction	Plant and machinery	Total
	£	£	£	£	£
Cost					
As at 1 January 2022	1,152,834	5,733,537	-	1,805,218	8,691,589
Additions	-	14,552	41,383	1,027,846	1,083,781
Disposals	-	-	-	-	-
As at 31 December 2022	<u>1,152,834</u>	<u>5,748,089</u>	<u>41,383</u>	<u>2,833,064</u>	<u>9,775,370</u>
Depreciation					
As at 1 January 2022	87,568	4,104,948	-	1,655,791	5,848,307
Charge for year	-	105,807	-	87,270	193,077
As at 31 December 2022	<u>87,568</u>	<u>4,210,755</u>	<u>-</u>	<u>1,743,061</u>	<u>6,041,384</u>
Net book value					
As at 31 December 2022	<u>1,065,266</u>	<u>1,537,334</u>	<u>41,383</u>	<u>1,090,003</u>	<u>3,733,986</u>
As at 31 December 2021	<u>1,065,266</u>	<u>1,628,589</u>	<u>-</u>	<u>149,427</u>	<u>2,843,282</u>

Net book value of plant and machinery held under hire purchase obligations is £16,791 (2021: £18,657)

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

12. INVESTMENTS

	Group		Charity	
	2022	2021	2022	2021
	£	£		
Listed investments	820,659	868,689	820,659	868,689
Subsidiary undertakings	-	-	3	3
	820,659	868,689	820,662	868,692

Listed securities

	2022	2021
	£	£
As at 1 January 2022	868,689	766,862
Additions	101,802	171,524
Disposals at market value	(121,575)	(160,204)
Unrealised gain/(loss) on revaluation	(44,270)	90,507
Cash balance reclassified from bank	16,013	-
	820,659	868,689

The historical cost of the investments at 31 December 2022 is £654,095 (2021: £651,655).

Listed securities comprise:

	2022	2021
	£	£
UK Government stocks	60,755	63,177
Cash	16,013	-
UK listed equities	743,891	805,512
	820,659	868,689

Subsidiary undertakings

The following were subsidiary undertakings during the year:

	Holding
	100%
Norfolk Showground Limited (02814458) (note 4)	100%
Norfolk Showground Developments Limited (08977136) (note 6)	100%

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

12. INVESTMENTS (continued)

Investment in associated undertakings

In 2021, the Group's investment in associated undertakings above represented a 24.72% interest held by Norfolk Showground Developments Ltd in ELC JV LLP.

ELC JV LLP was formed by four landowners in the Easton area to exploit their land to gain maximum return from obtaining planning permission on a larger single site than on four smaller separate sites. ELC JV LLP had an option to purchase a proportion of the land owned by the Association which it exercised during the year.

The sale of land completed on 17 May 2021 for £14m, of which £9.934m was due to ELC JV LLP. The surplus achieved from the sale has been recognised in full in the accounts of ELC JV LLP in the year ended 31 July 2021, generating a profit due to members of £8.587m. Under the terms of the sale agreement, the sales proceeds are to be paid to ELC JV LLP in three tranches – the first was on the completion date (17 May 2021), the second in April 2022 and the last in May 2023.

As a result of the above, ELC JV LLP has achieved its objective of selling the land on behalf of the joint venture partners. No future surpluses are anticipated and there is no intention for the LLP to continue trading once post-sale completion matters have ceased and all future sales proceeds have been fully received and distributed. It is therefore anticipated that the LLP will be wound up in 2023/24. Following the first tranche of sales proceeds received in May 2021, Norfolk Showground Developments Limited received back the capital originally introduced and therefore the investment in the joint venture has been reduced to zero. The profit share due to Norfolk Showground Developments Limited of £2,122,612 was included within the financial statements to 31 December 2021 and the remaining amount due to the Group of £170,602 (2021: £936,898) is included within debtors. The accounting reference date of the LLP is 31 July 2021.

At 31 December 2022 the company had loaned £170,601 (2021: £286,587) to Norfolk Showground Developments Ltd.

13. DEBTORS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Debtors due within one year				
Trade debtors	57,979	69,574	20,287	28,709
Amounts owed from group undertakings	-	-	170,601	286,587
Prepayments and accrued income	292,133	176,338	247,912	166,070
Other debtors	832,090	785,721	699,205	14,784
Debtors due in greater than one year				
Other debtors	441,169	1,207,495	441,169	1,050,805
	<u>1,623,371</u>	<u>2,239,128</u>	<u>1,579,174</u>	<u>1,546,955</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	101,406	102,362	91,406	92,362
Obligations under hire purchase	7,348	6,886	7,348	6,886
Trade creditors	140,681	79,024	136,119	71,824
Accruals and deferred income	234,306	218,130	123,051	79,134
Social security and other taxes	13,267	29,585	13,267	12,062
Amounts owed to group	-	-	91,308	211,406
Other creditors	73,425	137,938	70,276	84,789
	570,433	573,925	532,775	558,463

Deferred income comprises income received in advance relating to membership, rent and show income planned for January 2023 onwards.

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Balance brought forward	181,223	147,203	51,223	7,024
Amount released during the year	(181,223)	(402,139)	(51,223)	(79,186)
Amount deferred in the year	139,999	436,159	41,906	123,385
Balance carried forward	139,999	181,223	41,906	51,223

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans due between 2 and 5 years	361,933	411,879	334,433	374,379
Other loans due between 2 and 5 years	62,350	62,350	62,350	62,350
Hire purchase due between 2 and 5 years	-	7,348	-	7,348
Bank loans due after more than 5 years	7,032	57,523	7,032	57,523
	431,315	539,100	403,815	501,600

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (continued)

The Charity has two bank loans. The first loan is secured against the Charity's fixed asset listed investment portfolio. The loan is repayable in 180 consecutive monthly instalments over 15 years, ending in February 2028, after a 9 month capital repayment holiday. Interest is payable at 2.75% above the Bank of England base rate per annum.

The second loan relates to a Coronavirus Business Interruption Loan that the Charity took out in 2020. This loan is secured by a fixed and floating charge over the Charity's assets. The loan is repayable in 60 consecutive monthly instalments, after a 12 month holiday period, over 6 years, ending in September 2026.

The Charity's subsidiary, Norfolk Showground Limited borrowed a Bounce Back Loan in 2020. The loan is repayable in 60 consecutive monthly instalments, after a 12 month holiday period, over 6 years, ending in September 2026.

The other loans are from the Charity's Members and others. Of these other loans £10,850 (2021: £10,850) are interest free and £51,500 (2021: £51,500) are interest bearing. Interest is payable on the interest bearing loans at 2% above the Bank of England base rate per annum. These loans are unsecured and are repayable on 12 months notice given in writing by the loan note holder or at the discretion of the Charity.

16. BANK AND OTHER LOANS

Financial instruments measured at amortised cost comprise the loan financing provided by Lloyds Bank Plc and the members to the Association (note 14 and 15).

	2022	2021
	£	£
Loans payable falling due within 1 year	101,406	102,362
Loans payable falling due in more than 1 year but less than 5 years	361,933	411,879
Loans payable falling due after 5 years	7,032	57,523
	<u>470,371</u>	<u>571,764</u>

The market risk facing the Association is that it is expected that interest rates will continue to rise due to the effects of the cost of living crisis and other external factors.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

17. FINANCE LEASE

Future minimum lease payments relating to plant and machinery held under hire purchase obligations at the end of the reporting year are analysed as follows.

	2022	2021
	£	£
Not later than one year	7,348	6,886
Later than one and not later than five years	<u>-</u>	<u>7,348</u>
	<u>7,348</u>	<u>14,234</u>

The lease is over a period of five years with equal annual repayment instalments. At the termination of the lease there is an option for purchase.

18. UNRESTRICTED DESIGNATED FUND

2022	Opening balance	Income	Expenditure	Transfers between funds	Closing balance
	£	£	£	£	£
Infrastructure investment fund	3,100,908	-	-	(987,237)	2,113,671
Opportunities fund	<u>-</u>	<u>66,621</u>	<u>(55,636)</u>	<u>-</u>	<u>10,985</u>
	<u>3,100,908</u>	<u>66,621</u>	<u>(55,636)</u>	<u>(987,237)</u>	<u>2,124,656</u>
2021					
Infrastructure investment fund	<u>-</u>	<u>3,100,908</u>	<u>-</u>	<u>-</u>	<u>3,100,908</u>
	<u>-</u>	<u>3,100,908</u>	<u>-</u>	<u>-</u>	<u>3,100,908</u>

The unrestricted designated infrastructure investment fund was created following the disposal of land to Persimmon Homes Ltd in 2021 and consists of the gain on sale of land of £978,296 plus income from participating interests received in 2021 in Norfolk Showground Developments Limited of £2,122,612. The transfer of £987,237 to the general fund relates to infrastructure projects completed during the year.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

19. RESTRICTED FIXED ASSET FUND

2022	Opening balance £	Income £	Expenditure £	Closing balance £
Norfolk Showground Arena Project	46,229	-	(3,082)	43,147
Norfolk Agricultural Association Norwich Plate	1,420	-	-	1,420
	<u>47,649</u>	<u>-</u>	<u>(3,082)</u>	<u>44,567</u>
2021	Opening balance £	Income £	Expenditure £	Closing balance £
Norfolk Showground Arena Project	49,311	-	(3,082)	46,229
Norfolk Agricultural Association Norwich Plate	1,420	-	-	1,420
	<u>50,731</u>	<u>-</u>	<u>(3,082)</u>	<u>47,649</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

20. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

2022	Unrestricted general fund £	Unrestricted designated £	Restricted fixed asset £	Total £
Fixed assets	4,510,078	-	44,567	4,554,645
Cash at bank and hand	787,724	928,399	-	1,716,123
Debtors due in more than one year	-	441,169	-	441,169
Other assets/liabilities	(141,158)	755,088	-	613,930
Creditors more than one year	(431,315)	-	-	(431,315)
	<u>4,725,329</u>	<u>2,124,656</u>	<u>44,567</u>	<u>6,894,552</u>
2021	Unrestricted general fund £	Unrestricted designated £	Restricted fixed asset £	Total £
Fixed assets	3,664,322	-	47,649	3,711,971
Cash at bank and hand	464,747	1,472,301	-	1,937,048
Other assets/liabilities	37,337	1,628,607	-	1,665,944
Creditors more than one year	(539,100)	-	-	(539,100)
	<u>3,627,306</u>	<u>3,100,908</u>	<u>47,649</u>	<u>6,775,863</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

21. OPERATING LEASE COMMITMENTS

At 31 December 2022, the group had future minimum lease payments under non-cancellable operating leases for plant and machinery as follows:

	2022	2021
	£	£
Within one year	15,591	10,710
Between 2 and 5 years	26,669	15,159
Over 5 years	<u>2,250</u>	<u>-</u>

At 31 December 2022, the group had future minimum lease receipts under non-cancellable operating leases for land as follows:

	2022	2021
	£	£
Within one year	126,266	118,516
Between 2 and 5 years	453,208	456,064
More than five years	<u>1,251,964</u>	<u>1,344,623</u>

All of the operating leases were held within the parent company only.

22. NET DEBT

Analysis of group net debt

	At start of year £	Cashflows £	At end of year £
Cash	1,937,048	(220,925)	1,716,123
Loans falling due within one year	(102,362)	956	(101,406)
Loans falling due after more than one year	(531,752)	100,437	(431,315)
Finance lease obligations	<u>(14,234)</u>	<u>6,886</u>	<u>(7,348)</u>
	<u>1,288,700</u>	<u>(112,646)</u>	<u>1,176,054</u>

Analysis of company net debt

	At start of year £	Cashflows £	At end of year £
Cash	452,985	1,244,335	1,697,320
Loans falling due within one year	(92,362)	956	(91,406)
Loans falling due after more than one year	(494,252)	90,437	(403,815)
Finance lease obligations	<u>(14,234)</u>	<u>6,886</u>	<u>(7,348)</u>
	<u>(147,863)</u>	<u>1,342,614</u>	<u>1,194,751</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

23. CAPITAL COMMITMENTS

The Association had capital commitments authorised and contracted as at 31 December 2022 of £50,325 in relation to a new financial and events management software (2021: £Nil).

24. PENSION COMMITMENTS

The group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension costs charge represents contributions payable by the group to the fund and amounted to £32,990 (2021: £25,969).

25. RELATED PARTY TRANSACTIONS

Owing to the nature of the Association's activities and the composition of the board of trustees, transactions have taken place with entities in which trustees have an interest. However, in accordance with the Charities Statement of Recommended Practice (FRS102), disclosure of these transactions is not required if the trustees do not have control over the other entities.

Food and Farming Discovery Trust (FFDT) is a related party as Dr C M Richards (Trustee) and M A Nicholas MBE DL (Managing Director of RNAA) are Trustees of FFDT. During the year the Association recharged to FFDT expenses totalling £8,962 (2021: £Nil) and its subsidiary charged FFDT a trade stand fee for the Norfolk Farming Conference of £350 (2021: £Nil). The Association made a grant to FFDT in the year to 2022 (2021: 2 grants) of £15,000 relating to staffing support. During the year the Association commissioned activity from FFDT amounting to £6,000 (2021: £Nil). At 31st December 2022 the Association owed FFDT a balance of £65,405 (2021: £43,708) and is included within Other Creditors of the Association. At 31st December 2022 a cash balance was held on behalf of FFDT of £65,405 (2021: £43,708).

RNAA also acted as an agent on behalf of FFDT during the financial year, with income being received totalling £76,592 (2021: £64,677) and expenditure being incurred totalling £54,895 (2021: £43,391), through a designated bank account. At 31st December 2022 the cash balance was held on behalf of FFDT of £65,405 (2021: £43,708).

Langley School (1960) Limited is a related party as M A Nicholas MBE DL (Managing Director of RNAA), is the Chair of the School. During the year the Association received trade stand, admissions and sponsorship income, relating to the Royal Norfolk Show, from the School of £4,673 (2021: £Nil). During the year the Association hired a minibus from the School amounting to £251 (2021: £Nil). No balance is outstanding with Langley School at the year end (2021: £Nil).

Crown House Flowers is a related party as M A Nicholas MBE DL (Managing Director of RNAA), is a close family member of the controlling party of Crown House Flowers. During the year purchases were made from Crown House Flowers of £113 (2021: £Nil). No balance is outstanding with Crown House Flowers at the year end (2021: £Nil).

No other related party transactions have occurred in the financial year (2021: £Nil).

25. CONTINGENT LIABILITIES

The charity is part of a group VAT registration and therefore is potentially liable for the VAT of the subsidiary. As at 31 December 2022, the Group had a debtor relating to VAT of £37,497 (2021: creditor £17,522).

Accounts

Charity registration number: 289581
Company registration number: 01817702

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

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ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 DECEMBER 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name	Royal Norfolk Agricultural Association	
Charity registration number	289581	
Company registration number	01817702	
Trustees	R C Alston G S Pilcher FCA B R Clarke (Resigned: 23/09/2021) R M Beazley F L Broom (Resigned: 23/09/2021) C S J Scott C E Savory ACA L Lockhart N J Dulieu FCCA S J Hickling Dr J H Clarke (Appointed: 23/09/2021) Dr C M Richards (Appointed: 23/09/2021)	
Registered office	Norfolk Showground Dereham Road Norwich Norfolk, NR5 0TT	
Company secretary	J D Betts	
Key management personnel	M A Nicholas MBE DL (Managing Director) J D Betts (Financial Controller)	
Auditors	Price Bailey LLP Chartered Accountants & Statutory Auditors Anglia House, 6 Central Avenue St Andrews Business Park Thorpe St Andrew Norwich, NR7 0HR	
Bankers	Lloyds Bank plc 3 Queen Street Norwich, NR2 4SG	Scottish Widows Bank plc PO Box 12757 67 Morrison Street Edinburgh, EH3 8YJ
Solicitors	Howes Percival 1 Bedding Lane Norwich, NR3 1RG	
Investment bankers	Barratt & Cooke 5 Opie Street Norwich, NR1 3DW	

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

The Board of Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their Annual Report and Financial Statements for the Royal Norfolk Agricultural Association (the Association) for the year ended 31 December 2021. The Board of Trustees confirm that the Annual Report and Financial Statements comply with current statutory requirements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

A. CONSTITUTION

The Company is registered as a charitable company limited by guarantee (Company Number 01817702, Registered Charity number 289581) and was set up by a Trust deed, and subsequently adopted memorandum and articles of association.

The principal objectives of the Association are the promotion of improvements in the breeding of livestock and plants; the invention and improvement of agricultural machines and implements; the encouragement of skills in agriculture, horticulture and allied systems of husbandry; and the encouragement of agricultural science, research and education. The principal activities and policies adopted to aid the objectives are the organisation of the Royal Norfolk Show and HarFest at the Association's Showground in Costessey, and pursuit of the objectives by way of other activities including events that encourage improvement in agriculture and food production through knowledge exchange.

B. RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Directors of the Company are also Charity Trustees for the purposes of charity law. Under the Company's Articles they are known as members of the Board of Trustees.

The Board encompasses a diverse mix of skills and experience to ensure that the interests of the company, its members, clients and customers are appropriately represented. Trustees are appointed after interview by the principal officers of the Association.

C. TRUSTEE INDUCTION AND TRAINING

All Trustees are engaged with the work of the Royal Norfolk Agricultural Association. Additionally, Trustees are given induction training (including a full financial briefing and a detailed insight into the business of the Association) and provided with a copy of the Memorandum and Articles of Association, the latest Annual Report and they are offered the Charity Commission's publication, CC3 'The essential trustee: what you need to know'. Trustee induction process is led by the Managing Director.

D. ORGANISATIONAL STRUCTURE

The Board of Trustees meets at least six times a year. During the period of the pandemic a smaller sub-group of Trustees has formed up to more closely work with the Managing Director and manage the impacts to operations and finance. The Board of Trustees exercise control over the management and operation of the Association including the management and administration of the Association's funds and assets, the maintenance and development of the Association's land and property and the engagement of all employees and the regulation of their duties, salaries and terms of service.

The Association Board of Trustees has three sub-committees – Nominations and Governance, Personnel and Remuneration, and Commercial. These sub-committees meet at least annually dealing, respectively, with

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

matters pertaining to the Board and Governance, the RNAA's people strategy and issues relating to the remuneration of staff, and the commercial strategy which supports the delivery of our charitable objectives.

The Personnel and Remuneration Committee provides assurance to the Trustees that the RNAA has an effective people strategy in place which supports the delivery of our overall strategy, promoting an effective, high performing and diverse workforce. It oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Trustees regarding remuneration policy.

The Commercial Board meets regularly throughout the year. Its primary purpose is to set the strategy for the commercial operations of the charity and of the Showground and to oversee the performance of Norfolk Showground Limited (NSL), the charity's trading entity. Commercial Board members are directors of NSL.

Day to day responsibility for the management of the company rests with the Managing Director and the management team.

There is also a Council consisting of elected members of the Association, ex officio members and any person co-opted. The Council meets twice a year and has supervisory control over both the property and the general policy of the Association. As a result of pandemic related restrictions Council met only once in 2021 on 23 September.

E. RISK MANAGEMENT

The Trustees have assessed the major risks to which the Association is exposed, in particular those related to the operations and finances of the Association and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. The Association has a risk assessment process consistent with good management practice. This ensures that appropriate steps have been taken to mitigate and recognise risk and that the RNAA makes the most of opportunities.

The RNAA complies with the Statement of Recommended Practice, SORP, required of UK registered charities. Trustees are responsible for ensuring that risk assessment and management processes are in place.

The RNAA uses a process of identifying risk under the following categories:

Financial
Strategic
Operational
Hazard

Individual risks are sub-grouped under six functional areas: Events (including the Royal Norfolk Show), Infrastructure, IT, Financial, Reputation and People.

Corporate risks under the above categories are detailed in a corporate risk register stating inherent risk status, the risk, controls in place, likelihood, impact, action points to improve controls, lead risk owner and an assessment of the residual risk given the adequacy of controls in place.

The probability, likely impact and the level of concern are ranked, and a risk map and plan are produced of those corporate risks requiring prioritisation and attention.

Throughout the period of the pandemic the Association has implemented a number of control measures and reduced activity in line with government restrictions. The impact of health restrictions and periods of

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

lockdown in 2020 and early 2021 presented a major risk to the Association and its activities. The majority of third-party bookings received by Norfolk Showground Limited were cancelled or postponed and the RNAA's flag-ship event, the Royal Norfolk Show, was cancelled again in 2021.

The evaluation of risk to the Association was a major factor in the decision to cancel the 2021 Royal Norfolk Show. In making the decision in October 2020, to cancel the 2021 Royal Norfolk Show, the Trustees considered the likelihood and impact of risks materialising which could have been avoided.

Facing the prospect of much reduced income the Association took measures to reduce activity levels to essential business only and initiated a programme of reducing overheads. As a result of the fast-changing situation, the Association took the decision to conduct a major re-structuring of the executive team. Not only was this necessary to reduce overheads in the early part of the year, it was also important that the staff team should be optimised to meet the needs of the business, emerging from the pandemic. With much regret it was necessary to make redundant four members of staff. A further member of staff took retirement after serving the Association for 34 years. We thank all our former members of staff for all that they have done for the charity during a very challenging and uncertain period.

The re-structured team was in place by the end of 2021 and we welcomed four new staff members to the Association. The revised structure of the team is now more suited to the future management of our charitable outputs, commercial operations, and the running of the Showground estate and event delivery.

The Association continued to make use of the Coronavirus Job Retention Scheme until April 2021.

OBJECTIVES AND ACTIVITIES

The objects for which the Association is established are:

- a. To promote improvement in the breeding of livestock and plants, in the invention and improvement of agricultural machines and implements, in the encouragement of skills in agriculture, horticulture, forestry, pisciculture, rural crafts and allied systems of husbandry and the development of all systems, techniques, methods or processes connected therewith;
- b. To encourage and promote agricultural science, research and education including in relation to food, farming and the countryside; and
- c. To advance and encourage the protection and safeguarding of the environment.

Policies and objectives

1. To bring people and business together through a range of inspiring events promoting food, farming and the countryside.
2. To educate a wider audience about the ways of the countryside, the environment, the reduction of carbon emissions to help prevent global warming and to encourage the consumption of locally produced food.
3. To contribute to the development of a strategy for the region.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

Criteria for measuring success

Criteria for measuring success are varied against the differing activities of the RNAA. Each activity is routinely reviewed by the Trustees who use a range of evaluation criteria that might include:

- Quality of work: The RNAA continually reviews its work to ensure that it is meeting the objectives set for the charity.
- Schedule: Has the activity been delivered to schedule against deadlines?
- Scope: Has the scope of the activity been met?
- Budget: Was the activity delivered on or within the financial parameters set?
- Team satisfaction: Feedback from volunteers and other participants is collected and reviewed. Were they satisfied with the activity? How can it be improved?
- Visitor satisfaction: Feedback from visitors – for example, those attending the Royal Norfolk Show – is collected formally and analysed to provide a wealth of data covering satisfaction with the event, advocacy and future improvements.
- External influences: how can the risks presented by Covid-19 be mitigated and the Association's exposure limited?

The RNAA understands its duty to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches. Its main fundraising activity is the Royal Norfolk Show and hence uses neither internal nor external fundraisers. The RNAA is not a member of the fundraising regulator. No fundraising complaints have been received during the year.

Strategies for achieving objectives

The Association seeks to achieve its objectives through the following main activities:

1. The annual Royal Norfolk Show as a showcase for best practice in agriculture, locally produced food, the countryside and the rural economy. It is the leading consumer event in East Anglia. In the absence of a Show in 2020 and 2021 virtual technology was used to promote agricultural innovation through the online Innovation Hub.
2. Building a substantial enabling business through Norfolk Showground Limited, and other commercial opportunities, to help fund the main charity, seeking sustainable and relevant future options. During 2021 measures were taken to diversify the commercial uses of Norfolk Showground. This has included securing commercial tenants to occupy unused parts of the Showground estate.
3. Supporting our education vehicle, the Food and Farming Discovery Trust (FFDT). Although activity levels were much reduced, the FFDT has been able to deliver a number of small-scale activities in 2021.
4. Promoting food, farming and countryside through a range of public events including the Royal Norfolk Show and Norfolk HarFest. During 2021 it was possible to hold a Summer Fayre event supporting local food and drink producers, a Norfolk Equestrian Show which included Horse of the Year Show qualifiers, and Norfolk HarFest.
5. Maintaining the Association's profile and presence in Norfolk, creating opportunities, building relationships and encouraging collaboration. This objective was achieved with a series of virtual and online events that were scheduled throughout the year.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

6. Building a committed and active membership base. Membership levels remained at approx. 40% of the pre-pandemic level and stayed flat following the cancellation of the 2021 Royal Norfolk Show. A new proposition for members which includes a greater range of membership events, and the build of new websites, are helping to increase membership levels.

Public benefit

The RNAA is a charity working for food, farming and the countryside. The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities.

The operations of the RNAA are in two areas:

- Charitable activities and the delivery of public benefit.
- Commercial activities to generate earnings to support our charitable work. The net income of all commercial activity undertaken by the subsidiaries is gift aided to the Association.

There is an overlap between our charitable and commercial activities as some events have both strands, such as the Royal Norfolk Show.

ACTIVITIES AND ACHIEVEMENTS AGAINST OBJECTIVES

In January 2021 a new Managing Director was appointed to the Association. During 2021 a programme of reform was initiated to ensure that the Association is best placed to recover from the pandemic and to take advantage of new opportunities. A comprehensive restructuring of the staff team took place and has reduced staff overheads and created an executive team ready to meet the current and future needs of the business. Improvements have been made to the systems and processes employed by the Association, including a move to more online communication and the reduction of printing and postal mailouts.

In April 2021 the Association received confirmation of grant funding from the Culture Recovery Fund (second round) up to £574,900. The RNAA was awarded up to £474,900 from the National Lottery Heritage fund and NSL awarded up to £100,000 from the Arts Council fund. £195,800 of the £474,900 provided by the National Lottery Heritage Fund is to replenish the reserves of the Association, which had been significantly depleted during 2020 and early 2021.

The grant awards were critical to enabling the Association and NSL to continue to function when other sources of income were greatly reduced. The funding helped the Association and NSL to cover running costs between April-June 2021 and has enabled critical maintenance at the Showground site to be conducted. The grant funds have also enabled many of the activities, described below, to take place.

The following charitable activities were delivered and supported by grant funding from the National Lottery Heritage fund and the Arts Council:

1. Promoting Food, Farming and the Countryside:

- Norfolk Summer Fayre, 3 July 2021. The event was the first to take place at Norfolk Showground following lockdown restrictions. Fifty food and drink producers took part and organisations including the Starting Handle Club and Rural Farm and Past demonstrated heritage aspects of farming. An arts-cultural element provided entertainment with local bands performing on a stage. Over 2,000 people visited the event.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

- Norfolk Equestrian Show, 28 July 2021. The Association hosted an equine show which included Horse of the Year Show qualifiers. A partnership with the Rare Breeds Survival Trust enabled the heritage of rare equine breeds to be highlighted.
- Norfolk FarFest, 2 October 2021. Norfolk HarFest is a one-day event which celebrates agricultural output and food production. The event took place at Norfolk Showground and consisted of a range of machinery displays, food hall, local bands, Norfolk and Norwich Goat Club show and the Holstein Cattle autumn show. Nearly 2,000 people enjoyed the event and the opportunity to explore local farming and food production.
- Members' activities. Throughout 2021 our members enjoyed a varied programme of activities. These included online events such as an evening with Minette Batters, President National Farmers Union, and a trade opportunities discussion with the Dutch Ambassador to the United Kingdom. Fields visits were conducted to Dilham Hall Farm to look at land use diversification, and to Kenhill Estate to explore conversation and re-generative farming.

2. We support agricultural charities:

Recognising the importance of local agricultural charities, we have been delighted to further our close relationship with the YANA (You Are Not Alone) charity and provide the charity with office facilities. We also welcomed the arrival of the Norfolk Federation of Young Farmers Clubs, who have co-located with the RNAA office. The development of a hub of like-minded organisations will help enable further collaboration and idea sharing as we support the agricultural sector in Norfolk.

3. Education

The Food & Farming Discovery Trust, the RNAA's education vehicle, was able to deliver a range of exciting educational activities throughout the year. The Conscious Consumers project, which encourages secondary school pupils to explore the end-to-end food production chain, provided a programme of online learning material. The Trust partnered with the Science Art and Writing (SAW) Trust to deliver an online climate change conference for primary school pupils. This project also connected with the Gaia Earth installation by Luke Jerram at St Peter Mancroft Church, Norwich.

Jamie Lockhart, Managing Director at Frederick Hiam Ltd, continues with his Nuffield Scholarship, sponsored by the RNAA.

4. Knowledge Transfer

This is a key activity as we try to encourage the industry to work more collaboratively. During 2021 we have supported:

- Agritech week – a partnership initiative, founded in 2014 by Agri-TechE (formerly Agri-Tech East) and the Royal Norfolk Agricultural Association. In November, the team behind Catalyst Farming, a local partnership initiative, gave a presentation about the collaboration triangle of data, technology and people, and efficiencies that can be realised from the interpretation of data.
- The YIELD network – this group of younger members now numbers over 260 consisting of farmers, vets and others working in allied industries and is run by a management committee drawn from the membership. The group met on a number of occasions during 2021 – for virtual and physical events – which included knowledge exchange and professional development. A visit to Houghton Hall Farm to explore the conversion to organic farming was a particular highlight. YIELD is now recognised as an

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

influential group for those who are passionate about farming and want to be part of a successful forward-thinking industry.

- Norfolk Farming Conference – the RNAA is a primary sponsor of this annual one-day event for the agricultural industry in the region. Unfortunately, it was not possible to hold the conference in 2021, and plans are underway for the conference to be held in November 2022.

5. Supports other charities and sectors with grants and sponsors events and conferences

- During the year we provided Norfolk Federation of Young Farmers with grant support.
- The Active Arts project June-August, funded by the Arts Council, has enabled many local arts-based groups to use performance and rehearsal space at the Showground, including the Norwich Philharmonic Orchestra and Norwich Samba Band. The Culture Recovery Fund support is enabling the Association and Norfolk Showground to improve its diversity of reach and engagement.
- During the course of the year the RNAA raised funds for its education vehicle, the Food & Farming Discovery Trust (FFDT), to complete the building of a Digital Hub. In 2022 the FFDT intends to appoint a Trust Manager to lead its programme of activities.

ESTATE AND INFRASTRUCTURE

In 2021, in consortium with other local landowners, a land disposal agreement with Persimmon Homes Ltd was finalised for the development of land for housing around the village of Easton. The RNAA's interest in this was 10.006 ha of land to the west of the main Showground site predominantly used for car parking. The land sale was completed in May 2021 and the RNAA's interests in this development are managed through its subsidiary company, Norfolk Showground Developments Limited. The receipt from the land disposal will enable investment in the Showground's infrastructure and facilities.

A project to supply the Showground with non-potable/potable water from a neighbouring landowner had begun in the autumn of 2019 and remained on hold in 2020. The project was resumed in late 2021 and completion of legal agreements between the parties concerned will enable the project to commence in March 2022. The completion of this project will secure the supply of water at a sustainable cost for the long term.

The award of National lottery Heritage grant funds enabled two significant maintenance projects to be completed in 2021. £55,000 was spent on restoring the electricity supply to the northern part of the Showground site. £25,000 was committed to improving the internal road network.

PERFORMANCE SINCE 31 DECEMBER 2021

The spread of the Omicron variant of Covid-19 in early 2022 resulted in a small number of commercial events to be postponed. Our planning for the Royal Norfolk Show, to be held over 29-30 June 2022, continues unabated. We look forward to hosting the Aberdeen Angus National Show at the 2022 Royal Norfolk Show, and to celebrate Her Majesty The Queen's Platinum Jubilee. 2022 also marks the 175th anniversary of the founding of the Association.

A key area of further development is the diversification of the Association's commercial activities. In addition to events and hirings secured by Norfolk Showground Limited, the Association is attracting other commercial interest in the use of its buildings and facilities. With the support of Culture Recovery Fund grant money, the Association's websites have been rebuilt and an engagement campaign to encourage greater use of the Showground by local communities is underway.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

FINANCIAL REVIEW

On a consolidated basis, our net surplus before gains on investments totalled £3,197,470, of which £99,644 results from our normal operating activities and £3,100,908 from the land disposal (2020 – deficit of £703,979). The in year operating results have been significantly influenced by a number of factors. There was no income from the 2021 Royal Norfolk Show due to the decision to cancel the Show in late 2020 (2020 – Show income £Nil). Norfolk Showground Limited made a profit of £116,587 (2020 - £51,791) on income of £417,600 (2020 - £174,156) reflecting the modest upturn in the events and space rental business as a result of the relaxation of the restrictions of the national lockdown and the introduction of the Government's Road Map to Recovery in early 2021.

Realised and unrealised gains on investments were £93,723 (2020 – £1,128).

In April 2021 the Association received confirmation of grant funding from the Cultural Recovery Fund (second round) up to £574,900 (RNAA £474,900 and NSL £100,000). The grant funding for NSL is in the process of being claimed and only £20,000 is recognised in these accounts. These grant funds off-set operational costs and enabled some critical maintenance of the Showground site to be conducted. £194,000 of the RNAA grant was awarded to replenish the RNAA's free reserves which had a deficit figure of £90,435 at 31 December 2020. Efforts to increase the commercial diversification of the Showground generated an additional £59,000 of rental income.

The Association had to manage its costs throughout the pandemic through careful item by item budgeting, regular financial reporting, a purchase order system and frequent reviews of costs by a sub committee consisting of executive staff and Trustees.

In May 2021, after fourteen years of planning, the disposal of land to Persimmon Homes Ltd resulted in a gain on sale of land of £978,296 and income, received in Norfolk Showground Developments Ltd, from participating interests of £2,122,612. The receipts from this land sale, are due to be paid in full by May 2024 and have been ringfenced by the Trustees as exceptional one-off gains to be treated as unrestricted designated funds for investment in the Showground infrastructure and facilities.

PLANS FOR THE FUTURE

During 2021 further work has been undertaken to refine our strategic masterplan for the Showground. We continue to consider various options for investing in the Norfolk Showground as an events venue and other enabling opportunities which would support the Association's delivery of its charitable objectives and increase its resilience and sustainability.

Following the completion of the land disposal to Persimmon Homes Ltd, it is our intention to invest in the critical infrastructure of the Showground and to enhance the usability of our existing facilities. We intend to make enhancements to the Norfolk Arena building and create a more usable and versatile space for conferences and music events.

The Trustees recognise the importance of Norfolk Showground as a venue of regional value and they continue to consult with interested parties and local authorities with regard to future developments. Following the masterplan work the Trustees have agreed a new vision for the Showground which focusses on:

- Any development of the Showground will provide a commercially viable, robust and sustainable financial footing for the RNAA to pursue its core aims and objectives.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

- The development will grow out of the Royal Norfolk Show and reinforce the RNAA's core objects by creating a unique sense of place reflecting the RNAA, reflecting its ethos, purpose and connection with food, farming and the countryside. Development will support and prepare for the next evolution of the Show.
- The Showground will be a flagship destination for Norfolk, the region and beyond. It will have a local impact and be (inter-)nationally recognised.

Responding to changing social and environmental trends, the Association will ensure that it implements measures to attract new members, creating further diversity within the organisation, and that the Association's profile is enhanced as consumers become more conscious about food production and the impacts of climate change.

Reserves Policy

The Association has assessed that reserves of £750,000 should be maintained to cover the full overheads of the business for 12 months, in cash or other liquid assets and investments in case the Royal Norfolk Show is cancelled in any year.

Current reserves of the group are £6,775,863 which includes restricted funds of £47,649 and unrestricted funds of £6,728,214. The charity measures free reserves as unrestricted reserves less fixed assets but including the surplus investments over those secured by the bank. At 31 December 2021 free reserves totalled £3,649,983 (2020: deficit of £90,435).

An unrestricted designated reserve has been established for Showground infrastructure improvements. At 31 December 2021, this reserve was £3,100,908 (2020: £Nil).

Going Concern

The trustees have considered the level of funds held at the year end. The trustees have also considered the forecast income and expenditure to 31st December 2023 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Investment Policy

Under its constitution, the Association has the power to invest funds not immediately required for its charitable purposes.

The Trustees have considered the most appropriate policy for investing funds and concluded to maintain a balanced portfolio of listed investments to provide the maximum financial return to the charity and to invest surplus cash funds on various deposits to receive the highest rate of interest whilst mitigating risk and ensuring all liabilities can be met within their due dates. The Trustees are satisfied with the returns for the year.

The share portfolio is managed by Barratt & Cooke, on a discretionary basis, to meet the requirements of a security charge by Lloyds Bank. It is reviewed annually by the Trustees and regular performance reviews are held with Barratt & Cooke who provide quarterly update to the Association on an ongoing basis. The Trustees' policy is that the portfolio maintains a cautious positioning to ensure that obligations to the bank charge can be met. During 2021 the portfolio has steady growth and maintained an average value of over £800,000 and returned 2.77% (benchmark of 2.85%).

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2021

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102;
- 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

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 Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

PROVISION FOR INFORMATION TO AUDITOR

In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing this report, the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 4 March 2022 and signed on its behalf by:

R C Alston

Rob Alston (Mar 28, 2022, 9:18am)

R C Alston
Trustee

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Opinion

We have audited the financial statements of Royal Norfolk Agricultural Association (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated and Charity Cash Flow Statement, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. Our responsibility is to read the other information and, in doing so,

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and charitable company this included employment law, financial reporting, data protection and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- We reviewed minutes of Trustee meetings, correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management including those responsible for the key regulations. We have reviewed the procedures in place for reporting of incidents to the Trustee Board and, escalation procedures and serious incident reporting of these matters as necessary with the Charity Commission.
- We reviewed the risk management processes and procedures in place including a review of the Risk Register and review of this document by the Board of Trustees.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson BSc FCA DChA
Senior Statutory Auditor

For and on behalf of
PRICE BAILEY LLP

Chartered Accountants and Statutory Auditors

Anglia House 6 Central Avenue
St Andrews Business Park
Thorpe St Andrew
Norwich
NR7 0HR

Date: 30 March 2022

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	Unrestricted general £	Unrestricted designated £	Restricted £	Total 2021 £	Total 2020 £
Income and endowments from:						
Grants and Donations	2	559,725	-	-	559,725	17,035
Charitable activities	3	115,034	-	-	115,034	72,844
Other trading activities	4	584,280	-	-	584,280	285,843
Investments	5	23,179	-	-	23,179	19,557
Other	6	48,774	3,100,908	-	3,149,682	136,460
Total income		<u>1,330,992</u>	<u>3,100,908</u>	<u>-</u>	<u>4,431,900</u>	<u>531,739</u>
Expenditure on:						
Raising funds (being subsidiary expenditure)	4	87,456	-	-	87,456	72,700
Charitable activities	7	1,143,892	-	3,082	1,146,974	1,163,018
Total expenditure		<u>1,231,348</u>	<u>-</u>	<u>3,082</u>	<u>1,234,430</u>	<u>1,235,718</u>
Net income/(expenditure)		99,644	3,100,908	(3,082)	3,197,470	(703,979)
Net gains on investments		93,723	-	-	93,723	1,128
Net movement in funds		<u>193,367</u>	<u>3,100,908</u>	<u>(3,082)</u>	<u>3,291,193</u>	<u>(702,851)</u>
Reconciliation of funds:						
Funds brought forward		3,433,939	-	50,731	3,484,670	4,187,521
Total funds carried forward		<u>3,627,306</u>	<u>3,100,908</u>	<u>47,649</u>	<u>6,775,863</u>	<u>3,484,670</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 20 to 39 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
REGISTERED NUMBER: 04329682

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	2,843,282	2,967,984
Investments	12	868,689	1,053,449
		<u>3,711,971</u>	<u>4,021,433</u>
Current assets			
Stock		741	782
Debtors: amounts falling due after more than one year	13	1,207,495	-
Debtors: amounts falling due within one year	13	1,031,633	176,000
Cash at bank and in hand		<u>1,937,048</u>	<u>535,580</u>
		4,176,917	712,362
Creditors: amounts falling due within one year	14	<u>(573,925)</u>	<u>(604,177)</u>
Net current assets		<u>3,602,992</u>	<u>108,185</u>
Total assets less current liabilities		7,314,963	4,129,618
Creditors: amounts falling due after more than one year	15	<u>(539,100)</u>	<u>(644,948)</u>
Net assets		<u>6,775,863</u>	<u>3,484,670</u>
Group Funds			
Unrestricted general funds		3,627,306	3,433,939
Unrestricted designated funds	18	3,100,908	-
Restricted fixed asset fund	19	47,649	50,731
Total group funds		<u>6,775,863</u>	<u>3,484,670</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Trustees on 4 March 2022 and signed on their behalf, by:

R C Alston

Rob Alston (Mar 28, 2022, 9:18am)

R C Alston
Trustee

C E Savory

Charlie Savory (Mar 29, 2022, 8:59am)

C E Savory ACA
Trustee

The notes on pages 20 to 39 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
REGISTERED NUMBER: 04329682

COMPANY BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	2,843,282	2,967,984
Investments	12	868,692	766,865
		<u>3,711,974</u>	<u>3,734,849</u>
Current assets			
Debtors: amounts falling due after more than one year	13	1,050,805	-
Debtors: amounts falling due within one year	13	496,150	426,291
Cash at bank and in hand		452,985	529,883
		<u>1,999,940</u>	<u>956,174</u>
Creditors: amounts falling due within one year	14	<u>(558,463)</u>	<u>(610,305)</u>
Net current assets		<u>1,441,477</u>	<u>345,869</u>
Total assets less current liabilities		5,153,451	4,080,718
Creditors: amounts falling due after more than one year	15	(501,600)	(597,448)
Net assets		<u>4,651,851</u>	<u>3,483,270</u>
Charity Funds			
Unrestricted general funds		3,625,906	3,432,539
Unrestricted designated funds	18	978,296	-
Restricted fixed asset fund	19	47,649	50,731
Total charity funds		<u>4,651,851</u>	<u>3,483,270</u>

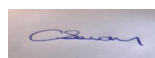
The trustees have prepared group accounts in accordance with section 398 of the Companies act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Trustees on 4 March 2022 and signed on their behalf, by:

R C Alston

Rob Alston (Mar 28, 2022, 9:18am)

R C Alston
Trustee



Charlie Savory (Mar 29, 2022, 8:59am)

C E Savory ACA
Trustee

The notes on pages 20 to 39 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Cash flow from operating activities				
Net movement in funds	3,291,193	(702,851)	1,168,581	(702,851)
<u>Adjusted for:</u>				
Depreciation	164,946	173,596	164,946	173,596
Profit on disposal of tangible fixed assets	(978,296)	(10,475)	(978,296)	(10,475)
Dividend and interest income	(23,179)	(19,557)	(23,179)	(19,557)
Net gain on investments	(93,723)	(1,128)	(93,723)	(1,128)
Interest paid	12,494	12,532	12,132	12,532
Decrease/(increase) in trade and other debtors	(2,063,126)	86,032	(1,120,663)	66,642
(Decrease)/increase in trade and other creditors	(80,984)	123,690	(95,073)	219,721
Decrease in stock	41	8	-	-
Net cash flow from operating activities	<u>229,366</u>	<u>(338,153)</u>	<u>(965,275)</u>	<u>(261,520)</u>
Cash flow from investing activities				
Dividend and interest income	23,179	19,557	23,179	19,557
Purchase of investments	(171,382)	(171,546)	(171,382)	(171,546)
Proceeds from sale of investments	163,276	186,985	163,276	186,985
Return of capital from investment in participating interests	286,587	-	-	-
Purchase of tangible fixed assets	(96,277)	(19,092)	(96,277)	(19,092)
Proceeds of sale of tangible fixed assets	1,034,329	10,475	1,034,329	10,475
Net cash flow from investing activities	<u>1,239,712</u>	<u>26,379</u>	<u>953,125</u>	<u>26,379</u>
Cash flow from financing activities				
Repayment of borrowings	(55,116)	(19,257)	(52,616)	(19,257)
Interest paid	(12,494)	(12,532)	(12,132)	(12,532)
Cash inflows from new borrowings	-	300,000	-	250,000
Net cash flow from financing activities	<u>(67,610)</u>	<u>268,211</u>	<u>(64,748)</u>	<u>218,211</u>
Net increase / (decrease) in cash and cash equivalents	1,401,468	(43,563)	(76,898)	(16,930)
Cash and cash equivalents at start of year	535,580	579,143	529,883	546,813
Cash and cash equivalents at end of year	<u>1,937,048</u>	<u>535,580</u>	<u>452,985</u>	<u>529,883</u>

The notes on pages 20 to 39 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

1.1. GENERAL INFORMATION

The Association is a private company limited by guarantee, incorporated in England and Wales, and the registered office is as stated on page 2 of these accounts. Under Section 60 of the Companies Act 2006 it is exempt from the requirement to use the word “limited” after its name. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. There are currently circa 1,264 members (2020 – circa 1,600).

1.2. BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019), applicable accounting standards and the Companies Act 2006 and comply with SORP’s provisions currently in effect.

The Royal Norfolk Agricultural Association 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 note(s).

The financial statements are presented in sterling and rounded to the nearest pound.

1.3. GROUP FINANCIAL STATEMENTS

The financial statements consolidate the accounts of Royal Norfolk Agricultural Association and its subsidiary undertakings (‘subsidiaries’) Norfolk Showground Limited and Norfolk Showground Developments Limited on a line by line basis. A separate Statement of Financial Activities has not been presented because the Association has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

The summary financial performance of the charity alone is:

	2021 £	2020 £
Turnover	2,217,382	454,759
Expenditure	(1,142,524)	(1,158,738)
Net gains on investments	93,723	1,128
Net movement in funds	1,168,581	(702,851)
Funds brought forward	3,483,270	4,186,121
Funds carried forward	4,651,851	3,483,270

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES (CONTINUED)

1.4. GOING CONCERN

During the year, the global pandemic Covid19 has meant a national lockdown in the UK, resulting in the cancellation of the 2021 Royal Norfolk Show. This resulted in a significant reduction of income in 2021, and reduced event income within the wholly owned trading subsidiary Norfolk Showground Limited.

The financial statements have been prepared on a going concern basis as the trustees have considered the level of funds held at the year end and government support received throughout the COVID-19 pandemic. Additionally, the completion of the sale of land at Easton through a consortium of landowners which the Charity is a member has increased free reserves significantly to a balance able to support the group, and the charitable company for the foreseeable future. The trustees have also considered the forecast income and expenditure to 31st December 2023 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.5. INCOME RECOGNITION

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income received in advance of an event is deferred until the criteria for income recognition is met (see note 14). Members and Vice Presidents pay an annual subscription.

In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

Where services are provided to the Charity as a donation that would normally be purchased from suppliers, if material, these are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Charity has control over the item. Fair value is determined on the basis of the value of the gift to the Charity. For example the amount the Charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure. The only such services were made by volunteers and were immaterial in value.

Income from trading activities includes income earned from the trading subsidiary, Norfolk Showground Limited, land rental and lease income. Norfolk Showground Limited's principal activity is the events and rental business. Income is received in exchange for services in order to raise funds and is recognised when entitlement has occurred. Recognition of any trading income invoiced in advance for events which will be held after the end of the financial year is deferred until the event has occurred. Rental income is recognised as the Charity's right to receive payment is established.

Investment income from the Association's investment's in joint ventures is recognised as the Charity's right to the profits is established. Any profit allocations received are credited to the Statement of Financial Activities.

Investment income earned from the Association's investment portfolio includes dividends and interest, and is recognised on an accruals basis.

Income from government and other grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1 ACCOUNTING POLICIES (CONTINUED)

1.6. FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Investment income, gains and losses are allocated to the appropriate fund.

1.7. EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classed under the following activity headings:

- Costs of raising funds comprise the costs of the commercially trading subsidiary companies.
- Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the company and their associated support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.8. SUPPORT COST ALLOCATION

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the Charity. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources e.g. staff costs are allocated by estimated time spent.

The analysis of these costs is included in Note 8.

1.9. GIFT AID DONATION AND TAX RELIEF THEREON

Profits made by Norfolk Showground Limited and Norfolk Showground Developments Limited are donated to the parent charity, Royal Norfolk Agricultural Association. As per FRS102, an expected gift aid payment is not to be accrued unless a legal obligation to make the payment exists at the reporting date. The donation of profits from Norfolk Showground Limited and Norfolk Showground Developments Limited to Royal Norfolk Agricultural Association is therefore reflected in the year in which the payment of the profits is made from the subsidiary to the parent entity. The tax effects are taken into account at the reporting date when it is probable that the gift aid payment will be made in the following 9 months.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1 ACCOUNTING POLICIES (CONTINUED)

1.10. FIXED ASSETS

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended. All assets costing more than £500 are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Buildings & improvements	3 – 80 years straight line
Plant & machinery	3 – 15 years straight line

Depreciation is not charged on freehold land.

1.11. INVESTMENTS

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

The investment in the trading subsidiaries is measured at cost. Other investments are measured at cost less impairment.

1.12. STOCK

Stock is included at the lower of cost or net realisable value and includes branded items for resale.

1.13. DEBTORS AND CREDITORS RECEIVABLE/PAYABLE WITHIN ONE YEAR

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.14. CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15. LOANS AND BORROWINGS

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1 ACCOUNTING POLICIES (CONTINUED)

1.16. FINANCE LEASE

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the charitable company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

1.17. FINANCIAL INSTRUMENTS

The association only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of

- Fixed assets which are measured at cost less depreciation.
- Investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing market value. The value of investments as well as their original cost is stated in note 12.
- Bank loans which are measured at amortised cost using the effective interest method.

Financial assets include investments in the listed portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments. Financial liabilities include bank loans, hire purchase obligations, trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

1.18. PENSION COSTS

The association provides a defined contribution pension scheme, whereby the association and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the group. The pension charge in the financial statements represents the amounts payable by the association to the fund in respect of the period.

1.19. OPERATING LEASES

Rent payable and receivable under operating leases is charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

1.20. TAXATION

The charity is exempt from taxation in respect of income and 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 the charitable purposes.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

1 ACCOUNTING POLICIES (CONTINUED)

1.21. AGENCY ARRANGEMENTS

The charitable company previously acted as an agent on behalf of another charitable company, Royal Agricultural Society of the Commonwealth ('RASC'). Income received and expenditure incurred on behalf of RASC were excluded from the statement of financial activities of RNAA. RNAA charged RASC for the administration costs related to this arrangement and this is the only amount recognised in the statement of financial activities of RNAA. The funds received and paid and any balance held on behalf of RASC are disclosed in note 26.

1.22. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies. The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- The estimation of the useful economic life of property, plant and equipment. Depreciation policies have been set according to management's experience of the useful economic lives of the assets in each category, something which is reviewed annually. The carrying value of these tangible fixed assets are detailed in note 11.

2. INCOME FROM DONATIONS AND GRANTS

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
South Norfolk Council grant (Local restrictions and restart grant)	39,085	-
Cultural Recovery Fund grant (National Lottery Heritage Fund)	474,900	-
Cultural Recovery Fund grant (Arts Council England)	20,000	-
Other grants & donations (each less than £5,000)	25,740	17,035
	559,725	17,035

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Admissions	13,103	-
Trade stand fees	10,988	-
Membership subscriptions and guest badges	62,077	72,844
Sponsorship and prize money contributions	12,900	-
Entry fees	15,966	-
	115,034	72,844

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

4. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Land rental and lease income	166,680	111,687
Income from trading subsidiary	417,600	174,156
	584,280	285,843

The wholly owned trading subsidiary Norfolk Showground Limited is incorporated in England and Wales (company number 02814458) and pays all of its profits to the charity under the gift aid scheme. Norfolk Showground Limited is responsible for the holding of and the licensing to hold events on the Norfolk Showground.

The summary financial performance of the subsidiary Norfolk Showground Limited alone is:

	2021 £	2020 £
Turnover	417,600	174,156
Cost of sales and admin costs	(87,094)	(72,700)
Interest costs	(362)	-
Governance costs	(4,450)	(4,280)
Management and licence fees (eliminated on consolidation)	(229,107)	(45,385)
Other operating income	20,000	-
Net profit	116,587	51,791
Brought forward capital and reserves	1,399	1,399
Amount gift aided to association	(116,587)	(51,791)
Retained in subsidiary	1,399	1,399

The assets and liabilities of the subsidiary were as follows:

	2021 £	2020 £
Current assets	275,043	215,599
Current liabilities	(236,144)	(150,450)
Liabilities falling due after more than one year	(37,500)	(63,750)
Total net assets	1,399	1,399

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

5. INVESTMENT INCOME

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Dividend income	23,113	18,855
Bank interest receivable	66	702
	23,179	19,557

6. OTHER INCOME

	Unrestricted funds 2021 £	Unrestricted designated funds 2021 £	Unrestricted funds 2020 £
Coronavirus Job Retention Scheme	39,257	-	103,041
Sundry income	9,517	-	33,419
Gain on sale of land	-	978,296	-
Income from participating interests	-	2,122,612	-
	48,774	3,100,908	136,460

There was no designated income in the year to 2020.

The wholly owned trading subsidiary Norfolk Showground Developments Limited is incorporated in England and Wales (company number 08977136) and pays all of its profits to the charity under the gift aid scheme. Norfolk Showground Development Limited is responsible for transactions pertaining to the sale of land and options held within the joint venture ELC LLP and realisation of profits therein.

The summary financial performance of the subsidiary Norfolk Showground Development Limited alone is:

	2021 £	2020 £
Income from participating interests in joint venture	2,122,612	-
Net profit	2,122,612	-
Brought forward capital and reserves	1	1
Retained in subsidiary	2,122,613	1

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

6. OTHER INCOME (CONTINUED)

The assets and liabilities of the subsidiary were as follows:

	2021	2020
	£	£
Fixed asset investments	-	286,587
Current assets falling due after one year	156,690	-
Current assets falling due within one year	2,252,509	-
Current liabilities	<u>(286,586)</u>	<u>(286,586)</u>
Retained in subsidiary	<u><u>2,122,613</u></u>	<u><u>1</u></u>

7. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

The charity is considered to have only one activity which is the promotion of improvement in agriculture and encouragements of agricultural science, research and education.

2021	Direct costs	Support costs	Total 2021
	£	£	£
Show costs	57,871	-	57,871
Staff costs	178,869	268,304	447,173
Premises costs	155,759	-	155,759
Other costs	236,277	249,894	486,171
	<u>628,776</u>	<u>518,198</u>	<u>1,146,974</u>
 2020	 Direct costs	 Support costs	 Total 2020
	£	£	£
Show costs	65,503	-	65,503
Staff costs	234,367	351,551	585,918
Premises costs	91,442	-	91,442
Other costs	176,001	244,154	420,155
	<u>567,313</u>	<u>595,705</u>	<u>1,163,018</u>

All direct costs were unrestricted in this year and last. Within support costs, £3,082 (2020: £3,082) is restricted expenditure and £515,116 (2020: £592,623) is unrestricted.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

8. SUPPORT COSTS

2021	Unrestricted £	Restricted £	Total 2021 £
Wages and salaries	268,304	-	268,304
Professional fees	47,614	-	47,614
Insurance	8,717	-	8,717
Postage and telephone	7,168	-	7,168
Other office expenses	6,464	-	6,464
Bank loan interest	10,139	-	10,139
Member loan interest	932	-	931
Depreciation	149,493	3,082	152,575
<u>Governance costs</u>			
Audit and accountancy services	14,000	-	14,000
Trustees' insurance	1,488	-	1,488
Trustees' meeting expenses	797	-	797
	515,116	3,082	518,198
2020	Unrestricted £	Restricted £	Total 2020 £
Wages and salaries	351,551	-	351,551
Professional fees	29,340	-	29,340
Insurance	8,924	-	8,924
Postage and telephone	13,397	-	13,397
Other office expenses	8,618	-	8,618
Bank loan interest	9,629	-	9,629
Member loan interest	1,300	-	1,300
Depreciation	157,494	3,082	160,576
<u>Governance costs</u>			
Audit and accountancy services	10,480	-	10,480
Trustees' insurance	1,488	-	1,488
Trustees' meeting expenses	402	-	402
	592,623	3,082	595,705

Support costs are allocated to costs of raising funds and expenditure on charitable activities on a basis which is estimated to be consistent with the use of resources.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

9. STAFF COSTS

	Total 2021	Total 2020
	£	£
Wages	367,076	445,367
Redundancy payments	12,520	12,963
Social security	39,880	45,673
Pension costs	25,969	78,686
	445,445	582,689

The average number of employees during the year, on head count basis, was as follows:

	2021	2020
Office administration	3	11
Showground maintenance	7	4
	10	15

The number of higher paid employees was:

	2021	2020
In the band £90,001 - £100,000	1	1

The charity trustees were not paid or received any other benefits from the Association or its subsidiary in the year (2020 - £Nil) neither were they reimbursed expenses during the year (2020 - £Nil). No charity trustees received payment for professional or other services supplied to the charity (2020 - £Nil).

The key management personnel of the parent charity, the Association, comprise the Trustees, the Managing Director and the Financial Controller. The total employee benefits of the key management personnel of the Trust were £164,858 (2020: £242,329).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiaries. The key management personnel of its wholly owned subsidiaries are the same as those of the parent charity.

Royal Norfolk Agricultural Association is committed to paying a former employee a pension contribution of £200/month, for the lifetime of this person. There will be no adjustment for inflation, and there is no next of kin entitlement.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging:

	2021	2020
Depreciation	164,946	173,596
Profit on sale of fixed assets	978,296	10,475
Auditor remuneration	11,150	9,915
- Audit	2,100	1,585
- Other financial services		
Operating lease rental costs		
for plant and machinery	10,710	10,710
Operating lease income	<u>118,516</u>	<u>111,687</u>

11. TANGIBLE FIXED ASSETS

Group and Charity:

	Freehold land	Buildings and improvements	Plant and machinery	Total
	£	£	£	£
Cost				
As at 1 January 2021	1,208,867	5,680,207	1,762,271	8,651,345
Additions	-	53,330	42,947	96,277
Disposals	(56,033)	-	-	(56,033)
As at 31 December 2021	<u>1,152,834</u>	<u>5,733,537</u>	<u>1,805,218</u>	<u>8,691,589</u>
Depreciation				
As at 1 January 2021	87,568	3,980,441	1,615,352	5,683,361
Charge for year	-	124,507	40,439	164,946
As at 31 December 2021	<u>87,568</u>	<u>4,104,948</u>	<u>1,655,791</u>	<u>5,848,307</u>
Net book value				
As at 31 December 2021	<u>1,065,266</u>	<u>1,628,589</u>	<u>149,427</u>	<u>2,843,282</u>
As at 31 December 2020	<u>1,121,299</u>	<u>1,699,766</u>	<u>146,919</u>	<u>2,967,984</u>

Net book value of plant and machinery held under hire purchase obligations is £18,657 (2020: £26,377)

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

12. INVESTMENTS

	Group		Charity	
	2021	2020	2021	2020
	£	£		
Listed investments	868,689	766,862	868,689	766,862
Subsidiary undertakings	-	-	3	3
Investment in associated undertakings	-	286,587	-	-
	868,689	1,053,449	868,692	766,865

Listed securities

	2021	2020
	£	£
As at 1 January 2021	766,862	781,173
Additions	171,524	170,326
Disposals at market value	(160,204)	(186,084)
Unrealised gain/(loss) on revaluation	90,507	1,447
	868,689	766,862

The historical cost of the investments at 31 December 2021 is £651,655 (2020: £626,949).

Listed securities comprise:

	2021	2020
	£	£
UK Government stocks	63,177	60,960
Sterling bonds	-	47,951
UK listed equities	805,512	657,951
	868,689	766,862

Subsidiary undertakings

The following were subsidiary undertakings during the year:

	Holding
	100%
Norfolk Showground Limited (02814458) (note 4)	100%
Norfolk Showground Developments Limited (08977136) (note 6)	100%

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

12. INVESTMENTS (continued)

Investment in associated undertakings

The Group's investment in associated undertakings above represents the 24.72% (2020 - 22.02%) interest held by Norfolk Showground Developments Ltd in ELC JV LLP.

ELC JV LLP was formed by four landowners in the Easton area to exploit their land to gain maximum return from obtaining planning permission on a larger single site than on four smaller separate sites. ELC JV LLP had an option to purchase a proportion of the land owned by the Association which it exercised during the year.

The sale of land completed on 17 May 2021 for £14m, of which £9.934m was due to ELC JV LLP. The surplus achieved from the sale has been recognised in full in the accounts of ELC JV LLP in the year ended 31 July 2021, generating a profit due to members of £8.587m. Under the terms of the sale agreement, the sales proceeds are to be paid to ELC JV LLP in three tranches – the first was on the completion date (17 May 2021), the second in April 2022 and the last in May 2023.

As a result of the above, ELC JV LLP has achieved its objective of selling the land on behalf of the joint venture partners. No future surpluses are anticipated and there is no intention for the LLP to continue trading once post-sale completion matters have ceased and all future sales proceeds have been fully received and distributed. It is therefore anticipated that the LLP will be wound up in 2023/24. Following the first tranche of sales proceeds received in May 2021, Norfolk Showground Developments Limited received back the capital originally introduced and therefore the investment in the joint venture has been reduced to zero. The profit share due to Norfolk Showground Developments Limited of £2,122,612 has been included within these accounts and the remaining amount due to the Group of £936,898 is included within debtors. The accounting reference date of the LLP is 31 July 2021.

At 31 December 2021 the company had loaned £286,587 (2020: £286,587) to Norfolk Showground Developments Ltd.

13. DEBTORS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Debtors due within one year				
Trade debtors	69,574	6,055	28,709	435
Amounts owed from group undertakings	-	-	286,587	286,587
Prepayments and accrued income	176,338	128,868	166,070	121,186
Other debtors	785,721	41,077	14,784	18,083
Debtors due in greater than one year				
Other debtors	1,207,495	-	1,050,805	-
	<u>2,239,128</u>	<u>176,000</u>	<u>1,546,955</u>	<u>426,291</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	102,362	52,172	92,362	49,672
Obligations under hire purchase	6,886	6,344	6,886	6,344
Trade creditors	79,024	62,215	71,824	51,381
Accruals and deferred income	218,130	173,465	79,134	27,662
Social security and other taxes	29,585	25,408	12,062	21,547
Amounts owed to group	-	-	211,406	172,827
Other creditors	137,938	284,573	84,789	280,872
	<u>573,925</u>	<u>604,177</u>	<u>558,463</u>	<u>610,305</u>

Deferred income comprises income received in advance relating to membership, rent and trade stands planned for January 2022 onwards.

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Balance brought forward	147,203	252,167	7,024	142,372
Amount released during the year	(402,139)	(252,167)	(79,186)	(142,372)
Amount deferred in the year	436,159	147,203	123,385	7,024
Balance carried forward	<u>181,223</u>	<u>147,203</u>	<u>51,223</u>	<u>7,024</u>

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans due between 2 and 5 years	411,879	415,789	374,379	375,789
Other loans due between 2 and 5 years	62,350	62,350	62,350	62,350
Hire purchase due between 2 and 5 years	7,348	14,234	7,348	14,234
Bank loans due after more than 5 years	57,523	152,575	57,523	145,075
	<u>539,100</u>	<u>644,948</u>	<u>501,600</u>	<u>597,448</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (continued)

The Charity has two bank loans. The first loan is secured against the Charity's fixed asset listed investment portfolio. The loan is repayable in 180 consecutive monthly instalments over 15 years, ending in February 2028, after a 9 month capital repayment holiday. Interest is payable at 2.75% above the Bank of England base rate per annum.

The second loan relates to a Coronavirus Business Interruption Loan that the Charity took out in 2020. This loan is secured by a fixed and floating charge over the Charity's assets. The loan is repayable in 60 consecutive monthly instalments, after a 12 month holiday period, over 6 years, ending in September 2026.

The Charity's subsidiary, Norfolk Showground Limited borrowed a Bounce Back Loan in 2020. The loan is repayable in 60 consecutive monthly instalments, after a 12 month holiday period, over 6 years, ending in September 2026.

The other loans are from the Charity's Members and others. Of these other loans £10,850 (2020: £10,850) are interest free and £51,500 (2020: £51,500) are interest bearing. Interest is payable on the interest bearing loans at 2% above the Bank of England base rate per annum. These loans are unsecured and are repayable on 12 months notice given in writing by the loan note holder or at the discretion of the Charity.

16. BANK AND OTHER LOANS

Financial instruments measured at amortised cost comprise the loan financing provided by Lloyds Bank Plc and the members to the Association (note 14 and 15).

	2021 £	2020 £
Loans payable falling due within 1 year	102,362	52,172
Loans payable falling due in more than 1 year but less than 5 years	411,879	478,139
Loans payable falling due after 5 years	57,523	152,575
	<u>571,764</u>	<u>682,886</u>

The market risk facing the Association is that it is expected that interest rates will rise due to the global COVID-19 pandemic.

17. FINANCE LEASE

Future minimum lease payments relating to plant and machinery held under hire purchase obligations at the end of the reporting year are analysed as follows.

	2021 £	2020 £
Not later than one year	6,886	6,344
Later than one and not later than five years	7,348	14,234
	<u>14,234</u>	<u>20,578</u>

The lease is over a period of five years with equal annual repayment instalments. At the termination of the lease there is an option for purchase.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

18. UNRESTRICTED DESIGNATED FUND

2021	Opening balance	Income	Expenditure	Closing balance
	£	£	£	£
Infrastructure investment fund	-	3,100,908	-	3,100,908
	-	3,100,908	-	3,100,908

The unrestricted designated fund has been created following the disposal of land to Persimmon Homes Ltd during the year and consists of the gain on sale of land of £978,296 plus income from participating interests received in Norfolk Showground Developments Limited of £2,122,612. The Trustees have ringfenced this exceptional one-off gain for investment in the Showground's infrastructure and facilities. There was no designated income or expenditure in the year to 2020.

19. RESTRICTED FIXED ASSET FUND

2021	Opening balance	Income	Expenditure	Closing balance
	£	£	£	£
Norfolk Showground Arena Project	49,311	-	(3,082)	46,229
Norfolk Agricultural Association Norwich Plate	1,420	-	-	1,420
	50,731	-	(3,082)	47,649

2020	Opening balance	Income	Expenditure	Closing balance
	£	£	£	£
Norfolk Showground Arena Project	52,393	-	(3,082)	49,311
Norfolk Agricultural Association Norwich Plate	1,420	-	-	1,420
	53,813	-	(3,082)	50,731

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

20. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

2021	Unrestricted general fund	Unrestricted designated	Restricted fixed asset	Total
	£	£	£	£
Fixed assets	3,664,322	-	47,649	3,711,971
Cash at bank and hand	464,747	1,472,301	-	1,937,048
Other current assets/liabilities	37,337	1,628,607	-	1,665,944
Creditors more than one year	(539,100)	-	-	(539,100)
	<u>3,627,306</u>	<u>3,100,908</u>	<u>47,649</u>	<u>6,775,863</u>
2020	Unrestricted general fund	Unrestricted designated	Restricted fixed asset	Total
	£	£	£	£
Fixed assets	3,970,702	-	50,731	4,021,433
Cash at bank and hand	535,580	-	-	535,580
Other current assets/liabilities	(427,395)	-	-	(427,395)
Creditors more than one year	(644,948)	-	-	(644,948)
	<u>3,433,939</u>	<u>-</u>	<u>50,731</u>	<u>3,484,670</u>

21. OPERATING LEASE COMMITMENTS

At 31 December 2021, the group had future minimum lease payments under non-cancellable operating leases for plant and machinery as follows:

	2021 £	2020 £
Within one year	10,710	10,710
Between 2 and 5 years	<u>15,159</u>	<u>25,869</u>

At 31 December 2021, the group had future minimum lease receipts under non-cancellable operating leases for land as follows:

	2021 £	2020 £
Within one year	118,516	69,816
Between 2 and 5 years	456,064	269,664
More than five years	<u>1,344,623</u>	<u>1,157,658</u>

All of the operating leases were held within the parent company only.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

22. NET DEBT

Analysis of group net debt

	At start of year £	Cashflows £	At end of year £
Cash	535,580	1,401,468	1,937,048
Loans falling due within one year	(52,172)	(50,190)	(102,362)
Loans falling due after more than one year	(630,714)	98,962	(531,752)
Finance lease obligations	(20,578)	6,344	(14,234)
	<u>(167,884)</u>	<u>1,456,584</u>	<u>1,288,700</u>

Analysis of company net debt

	At start of year £	Cashflows £	At end of year £
Cash	529,883	(76,898)	452,985
Loans falling due within one year	(49,672)	(42,690)	(92,362)
Loans falling due after more than one year	(583,214)	88,962	(494,252)
Finance lease obligations	(20,578)	6,344	(14,234)
	<u>(123,581)</u>	<u>(24,282)</u>	<u>(147,863)</u>

23. CAPITAL COMMITMENTS

The Association had capital commitments authorised and contracted as at 31 December 2021 of £Nil (2020: £Nil).

24. PENSION COMMITMENTS

The group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension costs charge represents contributions payable by the group to the fund and amounted to £25,969 (2020: £78,686).

25. RELATED PARTY TRANSACTIONS

Owing to the nature of the Association's activities and the composition of the board of trustees, transactions have taken place with entities in which trustees have an interest. However, in accordance with the Charities Statement of Recommended Practice (FRS102), disclosure of these transactions is not required if the trustees do not have control over the other entities.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

25. RELATED PARTY TRANSACTIONS (continued)

Food and Farming Discovery Trust (FFDT) is a related party as C S J Scott is a Trustee of both FFDT and RNAA. During the year the association recharged to FFDT expenses totalling £Nil (2020: £420). The Association made two grants to FFDT in the year to 2021 (2020: Nil). One grant was made of £6,570 relating to the part settlement of the prior year debtor. The Association also granted website costs of £20,000 incurred relating to the improvement of FFDT's website. At 31st December 2021 the Association owed FFDT a balance of £43,708 (2020: FFDT owed the Association £12,570) and is included within Other Creditors of the Association. At 31st December 2021 a cash balance was held on behalf of FFDT of £43,708 (2020: £22,422).

RNAA also acted as an agent on behalf of FFDT during the financial year, with income being received totalling £64,677 (2020: 40,250) and expenditure being incurred totalling £43,391 (2020: £22,273), through a designated bank account. At 31st December 2021 the cash balance was held on behalf of FFDT of £43,708 (2020: £22,422).

Glen Lodge Bawburgh Limited (Glen Lodge) was a related party as F L Broom, a Trustee of the Association until September 2021, is a close family member of the controlling party of Glen Lodge. During the period to September 2021 the Association received land rental and lease income from Glen Lodge of £84,282 (year to 2020: £105,467). At 31st December 2020 Glen Lodge owed the Association £10,811 which was included in Prepayments and Accrued Income.

No other related party transactions have occurred in the financial year (2020: £Nil).

26. AGENCY ARRANGEMENTS

In the year to 31 December 2020, the Association should have hosted the 29th Commonwealth Agricultural Conference on behalf of the Royal Agricultural Society of the Commonwealth (RASC), however this was cancelled due to the pandemic. In the year to 2020, income was received totalling £29,819 of which delegates were refunded £56,203 due to the cancellation. Expenditure was incurred on behalf of RASC of £31,734 and refunds on expenditure were received and retained by RNAA, totalling £27,421. RASC repaid RNAA £67,922, leaving a net amount was owed to the Association of £Nil at the year-end. There was no such arrangement during 2021.

27. CONTINGENT LIABILITIES

The charity is part of a group VAT registration and therefore is potentially liable for the VAT of the subsidiary. As at 31 December 2021, its subsidiary, Norfolk Showground Limited had a debtor relating to VAT of £9,276 (2020: Creditor (£3,861)).

Accounts

Charity registration number: 289581
Company registration number: 01817702

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

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ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name	Royal Norfolk Agricultural Association	
Charity registration number	289581	
Company registration number	01817702	
Trustees	R C Alston G S Pilcher FCA Dr B R Clarke S D A Griffiths (resigned 24 th September 2020) R M Beazley F L Broom C S J Scott C E Savory ACA L Lockhart N J Dulieu (appointed 24 th September 2020) S J Hickling (appointed 24 th September 2020)	
Registered office	Norfolk Showground Dereham Road Norwich Norfolk, NR5 0TT	
Company secretary	G S Smith CB QVRM TD (resigned 31 st December 2020) J D Betts (appointed 1 st January 2021)	
Key management personnel	G S Smith CB QVRM TD (Chief Executive) to 31 st December 2020 J S Hill (Deputy Chief Executive and Show Director) to 31 st July 2020 M A Nicholas MBE DL (Managing Director) from 1 st January 2021 J D Betts (Financial Controller)	
Auditors	Price Bailey LLP Chartered Accountants & Statutory Auditors Anglia House, 6 Central Avenue St Andrews Business Park Thorpe St Andrew Norwich, NR7 0HR	
Bankers	Lloyds Bank plc 3 Queen Street Norwich, NR2 4SG	Scottish Widows Bank plc PO Box 12757 67 Morrison Street Edinburgh, EH3 8YJ
Solicitors	Howes Percival 1 Bedding Lane Norwich, NR3 1RG	
Investment bankers	Barratt & Cooke 5 Opie Street Norwich, NR 1 3DW	

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

The Board of Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their Annual Report and Financial Statements for the Royal Norfolk Agricultural Association (the Association) for the year ended 31 December 2020. The Board of Trustees confirm that the Annual Report and Financial Statements comply with current statutory requirements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

A. CONSTITUTION

The Company is registered as a charitable company limited by guarantee (Company Number 1817702, Registered Charity number 289581) and was set up by a Trust deed, and subsequently adopted memorandum and articles of association.

The principal objectives of the Association during the year were the promotion of improvements in the breeding of livestock and plants, the invention and improvement of agricultural machines and implements, the encouragement of skills in agriculture, horticulture and allied systems of husbandry, and the encouragement of agricultural science, research and education. The principal activities and policies adopted to aid the objectives are the organisation of the Royal Norfolk Show and Spring Fling at the Association's Showground in Costessey, and pursuit of the objectives by way of other activities including events that encourage improvement in agriculture and food production through knowledge exchange.

B. RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Directors of the Company are also Charity Trustees for the purposes of charity law. Under the Company's Articles they are known as members of the Board of Trustees.

The Board encompasses a diverse mix of skills and experience to ensure that the interests of the company, its members, clients and customers are appropriately represented. Trustees are appointed as a result of recommendation and interview by the principal officers of the Association.

C. TRUSTEE INDUCTION AND TRAINING

All Trustees are familiar with the work of the Royal Norfolk Agricultural Association. Additionally, Trustees are given induction training (including a full financial briefing and a detailed insight into the business of the Association) and provided with a copy of the Memorandum and Articles of Association, the latest Annual Report and they are offered the Charity Commission's publication, CC3 'The essential trustee: what you need to know'.

D. ORGANISATIONAL STRUCTURE

The Board of Trustees meets at least four times a year. During the period of the pandemic a smaller sub-group of Trustees has formed up to more closely work with the Chief Executive and manage the impacts to operations and finance. The Board of Trustees exercise control over the management and operation of the Association including the management and administration of the Association's funds and assets, the maintenance and development of the Association's land and property and the engagement of all employees and the regulation of their duties, salaries and terms of service.

The Association Board of Trustees has two sub-committees – Nominations and Governance and Personnel and Remuneration. These sub-committees meet at least annually dealing, respectively, with matters

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

pertaining to the Board and Governance and the RNAA's people strategy and issues relating to the remuneration of staff.

The Personnel and Remuneration Committee provides assurance to the Trustees that the RNAA has an effective people strategy in place which supports the delivery of our overall strategy, promoting an effective, high performing and diverse workforce. It oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Trustees regarding remuneration policy.

Day to day responsibility for the management of the company rests with the Chief Executive (Managing Director from 1 January 2021) and the management team.

There is also a Council consisting of elected members of the Association, ex officio members and any person co-opted. The Council meets twice a year and has supervisory control over both the property and the general policy of the Association. As a result of pandemic related restrictions Council met only once in 2020, for the occasion of the AGM, in October 2020.

E. RISK MANAGEMENT

The Trustees have assessed the major risks to which the Association is exposed, in particular those related to the operations and finances of the Association and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. The Association has a risk assessment process consistent with good management practice. This ensures that appropriate steps have been taken to mitigate and recognise risk and that the RNAA makes the most of opportunities.

The RNAA complies with the Statement of Recommended Practice, SORP, required of UK registered charities. Trustees are responsible for ensuring that risk assessment and management processes are in place.

The RNAA uses a process of identifying risk under the following categories:

Financial
Strategic
Operational
Hazard

Individual risks are sub-grouped under six functional areas: Events (including the Royal Norfolk Show), Infrastructure, IT, Financial, Reputation and People.

Corporate risks under the above categories are detailed in a corporate risk register stating inherent risk status, the risk, controls in place, likelihood, impact, action points to improve controls, lead risk owner and an assessment of the residual risk given the adequacy of controls in place.

The probability, likely impact and the level of concern are ranked, and a risk map and plan are produced of those corporate risks requiring prioritisation and attention.

The onset of the pandemic in early 2020 required the Association to implement a number of control measures and to reduce activity in line with government restrictions. The impact of health restrictions and periods of lockdown presented a major risk to the Association and its activities. The majority of third party bookings received by Norfolk Showground Limited were cancelled or postponed and of the RNAA's own events, including the Royal Norfolk Show, were cancelled.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

The evaluation of risk to the Association was a major factor in the decision to cancel the 2020 and 2021 Royal Norfolk Shows. In making the decision in October 2020, to cancel the 2021 Royal Norfolk Show, the Trustees considered the likelihood and impact of risks materialising which could have been avoided.

Facing the prospect of much reduced income the Association took measures to reduce activity levels to essential business only and initiated a programme of reducing overheads. With much regret it was necessary to reduce staff levels in the second half of 2020, and three employees were made redundant. We would like to thank all our staff for all they have done for the charity during some very hard and unpredictable times!

In order to control costs the Association has made use of the Job Retention Scheme and received government backed support from the Coronavirus Business Interruption Loan Scheme and Bounce Back loan scheme.

Other impacts of the pandemic resulted in further risk to the Association. Membership renewals reduced by approximately 60% at the end of 2020 following the decision to cancel the 2021 Royal Norfolk Show. Infrastructure and maintenance projects planned for 2020 were ceased which increased the risk of failure and fatigue in parts of our infrastructure. In 2021 funding was secured to allow many of these projects to proceed. A project to supply the Showground with non-potable/potable water from a neighbouring landowner had begun in the autumn of 2019 and was halted in early 2020. It is intended that this project will proceed in autumn 2021.

OBJECTIVES AND ACTIVITIES

The objects for which the Association is established are:

- a. To promote improvement in the breeding of livestock and plants, in the invention and improvement of agricultural machines and implements, in the encouragement of skills in agriculture, horticulture, forestry, pisciculture, rural crafts and allied systems of husbandry and the development of all systems, techniques, methods or processes connected therewith;
- b. To encourage and promote agricultural science, research and education including in relation to food, farming and the countryside; and
- c. To advance and encourage the protection and safeguarding of the environment.

Policies and objectives

1. To bring people and business together through a range of inspiring events promoting food, farming and the countryside.
2. To educate a wider audience about the ways of the countryside, the environment, the reduction of carbon emissions to help prevent global warming and to encourage the consumption of locally produced food.
3. To contribute to the development of a strategy for the region.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 DECEMBER 2020

Criteria for measuring success

Criteria for measuring success are varied against the differing activities of the RNAA. Each activity is routinely reviewed by the Trustees who use a range of evaluation criteria that might include:

- Quality of work: The RNAA continually reviews its work to ensure that it is meeting the objectives set for the charity.
- Schedule: Has the activity been delivered to schedule against deadlines?
- Scope: Has the scope of the activity been met?
- Budget: Was the activity delivered on or within the financial parameters set?
- Team satisfaction: Feedback from volunteers and other participants is collected and reviewed. Were they satisfied with the activity? How can it be improved?
- Visitor satisfaction: Feedback from visitors – for example, those attending the Royal Norfolk Show – is collected formally and analysed to provide a wealth of data covering satisfaction with the event, advocacy and future improvements.
- External influences: how can the risks presented by Covid-19 be mitigated and the Association's exposure limited?

The RNAA understands its duty to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches. Its main fundraising activity is the Royal Norfolk Show and hence uses neither internal or external fundraisers and received no fundraising complaints during the year. The RNAA is not a member of the fundraising regulator.

Strategies for achieving objectives

The Association seeks to achieve its objectives through the following main activities:

1. The annual Royal Norfolk Show as a showcase for best practice in agriculture, locally produced food, the countryside and the rural economy. It is the leading consumer event in East Anglia. In the absence of a Show in 2020 and 2021 virtual technology was used to promote agricultural innovation through the online Innovation Hub.
2. Building a substantial "enabling business" through Norfolk Showground Limited, and other commercial opportunities, to help fund the main charity, seeking sustainable and relevant future options. Since the pandemic the Association has begun to diversify commercial activity at Norfolk Showground. This has included securing commercial tenants to occupy parts of the Showground estate.
3. Supporting our education vehicle, the Food and Farming Discovery Trust (FFDT). Although activity levels were much reduced, the FFDT has been able to develop its strategic purpose and produce a vision for the East which sets out the Trust's aims and objectives in a post-pandemic environment.
4. Promoting food, farming and countryside through a range of public events including Spring Fling, Norfolk HarFest, and Christmas Fayre. As a result of health restrictions it was not possible to deliver these events in 2020.
5. Maintaining the Association's profile and presence in Norfolk, creating opportunities, building relationships and encouraging collaboration. This objective was achieved with a series of virtual and online events that were scheduled throughout the year.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

Public benefit

The RNAA is a charity working for food, farming and the countryside. The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities.

The operations of the RNAA are in two areas:

- Charitable activities and the delivery of public benefit.
- Commercial activities to generate earnings to support our charitable work. The net income of all commercial activity undertaken by the subsidiaries is gift aided to the Association.

There is an overlap between our charitable and commercial activities as some events have both strands, such as The Royal Norfolk Show.

ACTIVITIES AND ACHIEVEMENTS AGAINST OBJECTIVES

Our charitable activities have the following broad themes:

1. Organising Educational Events

This area of our work was impacted by Covid-19 restrictions and the Royal Norfolk Show, Spring Fling and HarFest events were cancelled. However, we achieved the following:

- Delivered the 5th Norfolk Skills and Careers Festival in March 2020. As the lead organisation in a coalition of willing partners we welcomed over 7,000 youngers to Norfolk Showground for what is the largest and most comprehensive skills and careers event in Norfolk. Over 100 employers took part and promoted sectors included agriculture, farming and food production.
- We supported the development of the FFDT, our education vehicle, as it set out a new *Vision for the East* and adapted its operating model. The FFDT held a Science of farming day in March 2020 which was attended by over 400 Year 5 students. It also developed an online version of the Conscious Consumers project which encouraged students to explore food miles, personalised nutrition and plant-based diets.

2. We support agricultural welfare charities:

Farming continues to change at a rapid rate, and it is inevitable that some farmers need support to deal with problems. During the year we have indirectly and directly supported organisations working to help farmers including the Royal Agricultural Benevolent Institution and the You Are Not Alone (YANA) charity which promotes farmers mental health and wellbeing.

3. Personal Development of Individuals in the Agricultural Industry

Once again, we have supported the Nuffield Farming Scholarships Trust which award life changing scholarships that unlock individual potential and broaden horizons through study and travel overseas, with a view to developing farming and agricultural industries.

We were delighted that Jamie Lockhart, Managing Director at Frederick Hiam Ltd, has been selected for a 2020 Nuffield Scholarship.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

4. Knowledge Transfer

This is a key activity as we try to encourage the industry to work more collaboratively. During 2020 we have supported:

- Agritech week – a partnership initiative, founded in 2014 by Agri-TechE (formerly Agri-Tech East), the Royal Norfolk Agricultural Association and the Suffolk Agricultural Association. In 2020 we hosted a virtual event exploring the utility of agricultural associations and shows.
- The YIELD network – this group of younger members now numbers over 260 consisting of farmers, vets and others working in allied industries and is run by a management committee drawn from the membership. The group met seven times during 2020 – for virtual events – which included knowledge exchange and professional development. YIELD is now recognised as an influential group for those who are passionate about farming and want to be part of a successful forward-thinking industry.
- Norfolk Farming Conference – the RNAA is a primary sponsor of this annual one-day event for the agricultural industry in the region. Bringing together around 300 delegates to hear from leading agricultural businesses and policy makers, the conference is a key opportunity for knowledge transfer and advocacy for the industry. The conference took place in February 2020 and considered business specialisation and diversification.
- The Association held an online seminar event with local MPs which explored rural challenges and opportunities.

5. Supports other charities and sectors with grants and sponsors events and conferences

During the year we provided Norfolk Federation of Young Farmers with grant support.

The RNAA relies significantly on our Stewards (our volunteer body) to assist planning and delivering its activities.

ACHIEVEMENTS AND PERFORMANCE SINCE 31 DECEMBER 2020

In January 2021 a new Managing Director was appointed to the Association. Over recent months a programme of reform has been initiated to ensure that the Association is best placed to recover from the pandemic and to take advantage of new opportunities. A comprehensive restructuring of the staff team will further reduce staff overheads and create an executive team ready to meet the current and future needs of the business. In April 2021 the Association received grant funding from the Culture Recovery Fund (second round) up to £575,000 (RNAA £474,900 and NSL £100,000). The funding has enabled investment in the Showground/venue estate and a number of activities to be delivered as pandemic-related restrictions ease.

A key area of development is the diversification of the Association's commercial activities. In addition to events and hirings secured by Norfolk Showground Limited, the Association is attracting other commercial interest in the use of its buildings and facilities. The Association's websites are being rebuilt and a marketing campaign to encourage greater use of the Showground by local communities is underway. The Active Arts project, funded by the Arts Council, has enabled many local arts-based groups to use performance and rehearsal space at the Showground, including the Norwich Philharmonic Orchestra and Norwich Samba

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

Band. The Culture Recovery Fund support is enabling the Association to improve its diversity of reach and engagement.

FINANCIAL REVIEW

On a consolidated basis, our net deficit before gains on investments totalled £703,979 (2019 – surplus of £89,336), the results in year have been significantly influenced by the global Covid-19 pandemic and the following major factors:

- There was no income from the 2020 Royal Norfolk Show due to cancellation (2019 – Show income £1,487,482).
- The cancellation costs of the 2020 Royal Norfolk Show excluding staff costs were £65,503 (2019 – show costs totalled £1,183,353).
- Norfolk Showground Limited made a profit of £97,176 (2019 - £124,565) on income of £174,156 (2019 - £684,845) reflecting the downturn in the events and space rental business as a result of the national lockdown and uncertainties over the Covid-19 pandemic. We continue to strive to secure multi-year contracts for the major events that occur at the Showground.
- Realised and unrealised gains on investments were £1,128 (2019 – £72,086).

The Association had to manage its costs throughout the pandemic through careful item by item budgeting, regular financial reporting, a purchase order system and frequent reviews of costs by a sub committee consisting of executive staff and Trustees.

Reserves Policy

The Association has assessed that reserves of £750,000 should be maintained to cover the full overheads of the business for 12 months, in cash or other liquid assets and investments in case the Royal Norfolk Show is cancelled in any year. During 2020, decisions had to be to cancel both the 2020 and 2021 Shows

This would give the Association sufficient time to realise other assets should the need arise.

Current reserves of the group are £3,484,670 which includes restricted funds of £50,731 and unrestricted funds of £3,433,939. The charity measures free reserves as unrestricted reserves less fixed assets but including the surplus investments over those secured by the bank. At 31 December 2020 free reserves totalled a deficit of £90,435 (2019: £451,485). The Charity's strategy is to build free reserves back to at least £750,000 and participation in activities such as the landowners' consortium, details of which are set out in the section of this report entitled "Plans for the Future" will enable this to happen in the short term.

Going Concern

The trustees have considered the level of funds held at the year end and government support received through the Coronavirus Job Retention Scheme as well as the advance of a Coronavirus Business Interruption Loan and a Bounce Back Loan. Additionally, after the year end the Charity and its subsidiary Norfolk Showground Limited were awarded grants from the Culture Recovery Fund and the completion of the sale of land at Easton through a consortium of landowners which the Charity is a member (see note 26). The trustees have also considered the forecast income and expenditure to 31st December 2022 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

Investment Policy

Under its constitution, the Association has the power to invest funds not immediately required for its charitable purposes.

The Trustees have considered the most appropriate policy for investing funds and concluded to maintain a balanced portfolio of listed investments to provide the maximum financial return to the charity and to invest surplus cash funds on various deposits to receive the highest rate of interest whilst mitigating risk and ensuring all liabilities can be met within their due dates. The Trustees are satisfied with the returns for the year.

The share portfolio is managed by Barratt & Cooke, on a discretionary basis, and secured against the Lloyds bank loan. It is reviewed annually by the Trustees and regular performance reviews are held with Barratt & Cooke who provide quarterly update to the Association on an ongoing basis. The Trustees' policy is that the portfolio maintains a cautious positioning to ensure that obligations to the bank charge can be met. During 2020 the portfolio maintained an average value of £770,000 and returned 2.5%.

PLANS FOR THE FUTURE

Work on a strategic masterplan for the Norfolk Showground has been ongoing as have informal discussions with potential development partners. We continue to review our ongoing investment in the Norfolk Showground as an events venue and consider options to ensure the long-term efficiency of our infrastructure, specifically the supply of potable water to the site.

Since 2007, the RNAA, in consortium with other local landowners, has been working on plans regarding the future potential development of land for housing around the village of Easton. The RNAA's current interest in this is 10.006 ha of land to the west of the main Showground site predominantly used for car parking. The land sale was completed in May 2021 and the RNAA's interests in this development are managed through its subsidiary company, Norfolk Showground Developments Limited.

The development of a refreshed proposition for members is underway. Responding to changing social and environmental trends, the Association will ensure that it implements measures to attract new members and that the Association's profile is enhanced as consumers become more conscious about food production and the impacts of climate change.

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2020

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102;
- 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

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 Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

PROVISION FOR INFORMATION TO AUDITOR

In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing this report, the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 23/8/21 and signed on its behalf by:

R C Alston

R C Alston
R C Alston (Aug 23, 2021, 9:00am)
Trustee

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Opinion

We have audited the financial statements of Royal Norfolk Agricultural Association (the 'Parent Company') and its subsidiaries (the 'Group') for the year ended 31 December 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated and Charity Cash Flow Statement, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. Our responsibility is to read the other information and, in doing so,

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the charity this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- We reviewed minutes of Trustee meetings, correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management including those responsible for the key regulations. We have reviewed the procedures in place for reporting of incidents to the Trustee Board and, escalation procedures and serious incident reporting of these matters as necessary with the Charity Commission.
- We reviewed the risk management processes and procedures in place including a review of the Risk Register and review of this document by the Board of Trustees.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

NORFOLK AGRICULTURAL ASSOCIATION

INDEPENDENT AUDITORS' REPORT OF THE AUDITORS TO THE MEMBERS OF ROYAL NORFOLK AGRICULTURAL ASSOCIATION

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson FCA DChA
Senior Statutory Auditor

For and on behalf of
PRICE BAILEY LLP

Chartered Accountants and Statutory Auditors

Anglia House 6 Central Avenue
St Andrews Business Park
Thorpe St Andrew
Norwich
NR7 0HR

Date: 24 August 2021

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Note	Unrestricted £	Restricted £	Total 2020 £	Total 2019 £
Income and endowments from:					
Donations		17,035	-	17,035	-
Charitable activities	2	72,844	-	72,844	1,724,941
Other trading activities	3	285,843	-	285,843	803,240
Investments	4	19,557	-	19,557	30,831
Other	5	136,460	-	136,460	27,507
Total income		531,739	-	531,739	2,586,519
Expenditure on:					
Raising funds (being subsidiary expenditure)	3	72,700	-	72,700	138,865
Charitable activities	6	1,159,936	3,082	1,163,018	2,358,318
Total expenditure		1,232,636	3,082	1,235,718	2,497,183
Net (expenditure)/income		(700,897)	(3,082)	(703,979)	89,336
Net gains on investments		1,128	-	1,128	72,086
Net movement in funds		(699,769)	(3,082)	(702,851)	161,422
Reconciliation of funds:					
Funds brought forward		4,133,708	53,813	4,187,521	4,026,099
Total funds carried forward		3,433,939	50,731	3,484,670	4,187,521

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 19 to 38 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
REGISTERED NUMBER: 04329682

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	10	2,967,984	3,115,736
Investments	11	<u>1,053,449</u>	<u>1,067,760</u>
		4,021,433	4,183,496
Current assets			
Stock		782	790
Debtors	12	176,000	268,784
Cash at bank and in hand		<u>535,580</u>	<u>579,143</u>
		712,362	848,717
Creditors: amounts falling due within one year	13	<u>(604,177)</u>	<u>(468,169)</u>
Net current assets		108,185	380,548
Total assets less current liabilities		4,129,618	4,564,044
Creditors: amounts falling due after more than one year	14	<u>(644,948)</u>	<u>(376,523)</u>
Net assets		<u>3,484,670</u>	<u>4,187,521</u>
Group Funds			
Unrestricted funds		3,433,939	4,133,708
Restricted fixed asset fund	17	50,731	53,813
Total group funds		<u>3,484,670</u>	<u>4,187,521</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Trustees on 23 Aug 2021 and signed on their behalf, by:

R C Alston

R C Alston

R C Alston (Aug 23, 2021, 9:00am)

Trustee

Charles Savory

C E Savory ACA

Charles Savory (Aug 23, 2021, 9:19am)

Trustee

The notes on pages 19 to 38 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION
REGISTERED NUMBER: 04329682

COMPANY BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note	2020	2019
		£	£
Fixed assets			
Tangible assets	10	2,967,984	3,115,736
Investments	11	766,865	781,175
		<u>3,734,849</u>	<u>3,896,911</u>
Current assets			
Debtors	12	426,291	499,685
Cash at bank and in hand		<u>529,883</u>	<u>546,813</u>
		956,174	1,046,498
Creditors: amounts falling due within one year	13	<u>(610,305)</u>	<u>(380,765)</u>
Net current assets		<u>345,869</u>	<u>665,733</u>
Total assets less current liabilities		4,080,718	4,562,644
Creditors: amounts falling due after more than one year	14	<u>(597,448)</u>	<u>(376,523)</u>
Net assets		<u>3,483,270</u>	<u>4,186,121</u>
Charity Funds			
Unrestricted funds		3,432,539	4,132,308
Restricted fixed asset fund	17	50,731	53,813
Total charity funds		<u>3,483,270</u>	<u>4,186,121</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Trustees on 23 Aug 2021 and signed on their behalf, by:

R C Alston
R C Alston
Rob Alston (Aug 23, 2021, 9:00am)
 Trustee

Charles Savory
C E Savory ACA
Charles Savory (Aug 23, 2021, 9:19am)
 Trustee

The notes on pages 19 to 38 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Cash flow from operating activities				
Net movement in funds	(702,851)	161,422	(702,851)	161,422
<u>Adjusted for:</u>				
Depreciation	173,596	179,210	173,596	179,210
Profit on disposal of tangible fixed assets	(10,475)	(11,000)	(10,475)	(11,000)
Dividend and interest income	(19,557)	(30,831)	(19,557)	(30,831)
Net gain on investments	(1,128)	(72,086)	(1,128)	(72,086)
Interest paid	12,532	14,905	12,532	14,905
Decrease/(increase) in trade and other debtors	86,032	9,136	66,642	(21,678)
Increase in trade and other creditors	123,690	62,115	219,721	64,969
Decrease in stock	8	1,764	-	-
Net cash flow from operating activities	<u>(338,153)</u>	<u>314,635</u>	<u>(261,520)</u>	<u>284,911</u>
Cash flow from investing activities				
Dividend and interest income	19,557	30,831	19,557	30,831
Purchase of investments	(171,546)	(101,483)	(171,546)	(101,483)
Proceeds from sale of investments	186,985	88,836	186,985	88,836
Purchase of tangible fixed assets	(19,092)	(156,737)	(19,092)	(156,737)
Proceeds of sale of tangible fixed assets	10,475	11,000	10,475	11,000
Net cash flow from investing activities	<u>26,379</u>	<u>(127,553)</u>	<u>26,379</u>	<u>(127,553)</u>
Cash flow from financing activities				
Repayment of borrowings	(19,257)	(42,649)	(19,257)	(42,649)
Interest paid	(12,532)	(14,905)	(12,532)	(14,905)
Cash inflows from new borrowings	300,000	26,380	250,000	26,380
Net cash flow from financing activities	<u>268,211</u>	<u>(31,174)</u>	<u>218,211</u>	<u>(31,174)</u>
Net increase / (decrease) in cash and cash equivalents	(43,563)	155,908	(16,930)	126,184
Cash and cash equivalents at start of year	579,143	423,235	546,813	420,629
Cash and cash equivalents at end of year	<u>535,580</u>	<u>579,143</u>	<u>529,883</u>	<u>546,813</u>

The notes on pages 19 to 38 form part of these financial statements.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

1.1. GENERAL INFORMATION

The Association is a private company limited by guarantee, incorporated in England and Wales, and the registered office is as stated on page 2 of these accounts. Under Section 60 of the Companies Act 2006 it is exempt from the requirement to use the word “limited” after its name. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. There are currently circa 1,600 members (2019 – circa 3,100).

These financial statements are presented in pounds sterling and rounded to the nearest £.

1.2. BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019), applicable accounting standards and the Companies Act 2006 and comply with SORP's provisions currently in effect.

The Royal Norfolk Agricultural Association 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 note(s).

The financial statements are presented in sterling and rounded to the nearest pound.

1.3. GROUP FINANCIAL STATEMENTS

The financial statements consolidate the accounts of Royal Norfolk Agricultural Association and its subsidiary undertakings ('subsidiaries') Norfolk Showground Limited and Norfolk Showground Developments Limited on a line by line basis. A separate Statement of Financial Activities has not been presented because the Association has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

The summary financial performance of the charity alone is:

	2020 £	2019 £
Turnover	454,759	2,444,504
Expenditure	(1,158,738)	(2,355,168)
Net gains on investments	1,128	72,086
Net movement in funds	(702,851)	161,422
Funds brought forward	4,186,121	4,024,699
Funds carried forward	<u>3,483,270</u>	<u>4,186,121</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES (CONTINUED)

1.4. GOING CONCERN

During the year, the global pandemic Covid19 has meant a national lockdown in the UK, resulting in the cancellation of the 2020 as well as the 2021 Royal Norfolk Show. This resulted in a significant reduction of income in 2020, and the associated Show cancellation costs.

The financial statements have been prepared on a going concern basis as the trustees have considered the level of funds held at the year end and government support received through the Coronavirus Job Retention Scheme as well as the advance of a Coronavirus Business Interruption Loan and a Bounce Back Loan. Additionally, after the year end the Charity and its subsidiary Norfolk Showground Limited were awarded grants from the Culture Recovery Fund and the completion of the sale of land at Easton through a consortium of landowners which the Charity is a member. The trustees have also considered the forecast income and expenditure to 31st December 2022 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.5. INCOME RECOGNITION

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income received in advance of an event is deferred until the criteria for income recognition is met (see note 12). Members and Vice Presidents pay an annual subscription.

In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

Where services are provided to the Charity as a donation that would normally be purchased from suppliers, if material, these are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Charity has control over the item. Fair value is determined on the basis of the value of the gift to the Charity. For example the amount the Charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure. The only such services were made by volunteers and were immaterial in value.

Income from trading activities includes income earned from the trading subsidiary, Norfolk Showground Limited, land rental and lease income. Norfolk Showground Limited's principal activity is the events and rental business. Income is received in exchange for services in order to raise funds and is recognised when entitlement has occurred. Recognition of any trading income invoiced in advance for events which will be held after the end of the financial year is deferred until the event has occurred. Rental income is recognised as the Charity's right to receive payment is established.

Investment income earned from the Association's investment portfolio includes dividends and interest, and is recognised on an accruals basis.

Government grants have been recognised where payment has been approved but may have not yet been received.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES (CONTINUED)

1.6. FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Investment income, gains and losses are allocated to the appropriate fund.

1.7. EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classed under the following activity headings:

- Costs of raising funds comprise the costs of the commercially trading subsidiary company.
- Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the company and their associated support costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.8. SUPPORT COST ALLOCATION

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the Charity. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources e.g. staff costs are allocated by estimated time spent.

The analysis of these costs is included in Note 6.

1.9. GIFT AID DONATION AND TAX RELIEF THEREON

Profits made by Norfolk Showground Limited are donated to the parent charity, Royal Norfolk Agricultural Association. As per FRS102, an expected gift aid payment is not to be accrued unless a legal obligation to make the payment exists at the reporting date. The donation of profits from Norfolk Showground Limited to Royal Norfolk Agricultural Association is therefore reflected in the year in which the payment of the profits is made from the subsidiary to the parent entity. The tax effects are taken into account at the reporting date when it is probable that the gift aid payment will be made in the following 9 months.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES (CONTINUED)

1.10. FIXED ASSETS

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended. All assets costing more than £500 are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Buildings & improvements	3 – 80 years straight line
Plant & machinery	3 – 15 years straight line

Depreciation is not charged on freehold land.

1.11. INVESTMENTS

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

The investment in the trading subsidiaries is measured at cost. Other investments are measured at cost less impairment.

1.12. STOCK

Stock is included at the lower of cost or net realisable value and includes branded items for resale.

1.13. DEBTORS AND CREDITORS RECEIVABLE/PAYABLE WITHIN ONE YEAR

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.14. CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15. LOANS AND BORROWINGS

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES (CONTINUED)

1.16. FINANCE LEASE

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the charitable company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

1.17. FINANCIAL INSTRUMENTS

The association only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of

- Fixed assets which are measured at cost less depreciation.
- Investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing market value. The value of investments as well as their original cost is stated in note 10.
- Bank loans which are measured at amortised cost using the effective interest method.

Financial assets include investments in the listed portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments. Financial liabilities include bank loans, hire purchase obligations, trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

1.18. PENSION COSTS

The association provides a defined contribution pension scheme, whereby the association and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the group. The pension charge in the financial statements represents the amounts payable by the association to the fund in respect of the period.

1.19. OPERATING LEASES

Rent payable and receivable under operating leases is charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

1.20. TAXATION

The charity is exempt from taxation in respect of income and 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 the charitable purposes.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES (CONTINUED)

1.21. AGENCY ARRANGEMENTS

The charitable company acts as an agent on behalf of another charitable company, Royal Agricultural Society of the Commonwealth ('RASC'). Income received and expenditure incurred on behalf of RASC are excluded from the statement of financial activities of RNAA. RNAA charges RASC for the administration costs related to this arrangement and this is the only amount recognised in the statement of financial activities of RNAA. The funds received and paid and any balance held at the year-end on behalf of RASC are disclosed in note 23.

1.22. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- The estimation of the useful economic life of property, plant and equipment. Depreciation policies have been set according to management's experience of the useful economic lives of the assets in each category, something which is reviewed annually. The carrying value of these tangible fixed assets are detailed in note 10.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Admissions	-	597,049
Trade stand fees	-	487,355
Membership subscriptions and guest badges	72,844	192,952
Sponsorship and prize money contributions	-	169,525
Catering concessions	-	82,581
Entry fees	-	81,975
Car parking	-	38,265
Other income	-	75,239
	<u>72,844</u>	<u>1,724,941</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

3. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Land rental and lease income	111,687	118,395
Income from trading subsidiary	174,156	684,845
	285,843	803,240

The wholly owned trading subsidiary Norfolk Showground Limited is incorporated in England (company number 02814458) and pays all of its profits to the charity under the gift aid scheme. Norfolk Showground Limited is responsible for the holding of and the licensing to hold events on the Norfolk Showground.

The summary financial performance of the subsidiary Norfolk Showground Limited alone is:

	2020 £	2019 £
Turnover	174,156	684,845
Cost of sales and admin costs	(72,700)	(138,865)
Governance costs	(4,280)	(3,150)
Management and licence fees (eliminated on consolidation)	(45,385)	(418,265)
Net profit	51,791	124,565
Brought forward capital and reserves	1,399	1,399
Amount gift aided to association	(51,791)	(124,565)
Retained in subsidiary	1,399	1,399

The assets and liabilities of the subsidiary were as follows:

	2020 £	2019 £
Current assets	215,599	156,018
Current liabilities	(150,450)	(154,619)
Liabilities falling due after more than one year	(63,750)	-
Total net assets	1,399	1,399

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

4. INVESTMENT INCOME

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Dividend income	18,855	27,656
Bank interest receivable	702	3,175
	19,557	30,831

5. OTHER INCOME

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Coronavirus Job Retention Scheme	103,041	-
Other	33,419	27,507
	136,460	27,507

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

The charity is considered to have only one activity which is the promotion of improvement in agriculture and encouragements of agricultural science, research and education.

2020	Direct costs	Support costs	Total 2020
	£	£	£
Show costs	65,503	-	65,503
Staff costs	234,367	351,551	585,918
Premises costs	91,442	-	91,442
Other costs	176,001	244,154	420,155
	567,313	595,705	1,163,018
 2019	 Direct costs	 Support costs	 Total 2019
	£	£	£
Show costs	984,902	-	984,902
Staff costs	252,496	378,744	631,240
Premises costs	262,853	-	262,853
Other costs	229,599	249,724	479,323
	1,729,850	628,468	2,358,318

All direct costs were unrestricted in this year and last. Within support costs, £3,082 (2019: £3,082) is restricted expenditure and £592,623 (2019: £625,386) is unrestricted.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

7. SUPPORT COSTS

2020	Unrestricted £	Restricted £	Total 2020 £
Wages and salaries	351,551	-	351,551
Professional fees	29,340	-	29,340
Insurance	8,924	-	8,924
Postage and telephone	13,397	-	13,397
Other office expenses	8,618	-	8,618
Bank loan interest	9,629	-	9,629
Member loan interest	1,300	-	1,300
Depreciation	157,494	3,082	160,576
<u>Governance costs</u>			
Audit and accountancy services	10,480	-	10,480
Trustees' insurance	1,488	-	1,488
Trustees' meeting expenses	402	-	402
	592,623	3,082	595,705
2019	Unrestricted £	Restricted £	Total 2019 £
Wages and salaries	378,744	-	378,744
Professional fees	17,402	-	17,402
Insurance	10,178	-	10,178
Postage and telephone	16,981	-	16,981
Other office expenses	13,839	-	13,839
Bank loan interest	12,304	-	12,304
Member loan interest	1,416	-	1,416
Depreciation	162,687	3,082	165,769
<u>Governance costs</u>			
Audit and accountancy services	10,100	-	10,100
Trustees' insurance	1,428	-	1,428
Trustees' meeting expenses	307	-	307
	625,386	3,082	628,468

Support costs are allocated to costs of raising funds and expenditure on charitable activities on a basis which is estimated to be consistent with the use of resources.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

8. STAFF COSTS

	Total 2020	Total 2019
	£	£
Wages	445,367	507,567
Redundancy payments	12,963	-
Social security	45,673	50,315
Pension costs	78,686	71,148
	582,689	629,030

The average number of employees during the year, on head count basis, was as follows:

	2020	2019
Office administration	11	16
Showground maintenance	4	5
	15	21

The number of higher paid employees was:

	2020	2019
In the band £90,001 - £100,000	1	1

The charity trustees were not paid or received any other benefits from the Association or its subsidiary in the year (2019 - £Nil) neither were they reimbursed expenses during the year (2019 - £Nil). No charity trustees received payment for professional or other services supplied to the charity (2019 - £Nil).

The key management personnel of the parent charity, the Association, comprise the trustees, the Chief Executive Officer, the Deputy Chief Executive & Show Director and the Financial Controller. The total employee benefits of the key management personnel of the Trust were £242,329 (2019: £243,157).

The key management personnel of the group comprise those of the Trust and the key management personnel of its wholly owned subsidiaries. The key management personnel of its wholly owned subsidiaries are the same as those of the parent charity.

Royal Norfolk Agricultural Association is committed to paying a former employee a pension contribution of £200/month, for the lifetime of this person. There will be no adjustment for inflation, and there is no next of kin entitlement.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging:

	2020	2019
Depreciation	173,596	179,210
Profit on sale of fixed assets	10,475	11,000
Auditor remuneration	9,915	9,350
- Audit	1,585	750
- Other financial services		
Operating lease rental costs		
for plant and machinery	10,710	9,495
Operating lease income	<u>111,687</u>	<u>118,395</u>

10. TANGIBLE FIXED ASSETS
Group and Charity:

	Freehold land	Buildings and improvements	Plant and machinery	Total
	£	£	£	£
Cost				
As at 1 January 2020	1,208,867	5,655,737	1,776,197	8,640,801
Additions	-	24,470	1,374	25,844
Disposals	-	-	(15,300)	(15,300)
As at 31 December 2020	<u>1,208,867</u>	<u>5,680,207</u>	<u>1,762,271</u>	<u>8,651,345</u>
Depreciation				
As at 1 January 2020	87,568	3,849,750	1,587,747	5,525,065
Charge for year	-	130,691	42,905	173,596
On disposals	-	-	(15,300)	(15,300)
As at 31 December 2020	<u>87,568</u>	<u>3,980,441</u>	<u>1,615,352</u>	<u>5,683,361</u>
Net book value				
As at 31 December 2020	<u>1,121,299</u>	<u>1,699,766</u>	<u>146,919</u>	<u>2,967,984</u>
As at 31 December 2019	<u>1,121,299</u>	<u>1,805,987</u>	<u>188,450</u>	<u>3,115,736</u>

Net book value of plant and machinery held under hire purchase obligations is £26,377 (2019: £34,097)

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

11. INVESTMENTS

	Group		Charity	
	2020	2019	2020	2019
	£	£		
Listed investments	766,862	781,173	766,862	781,172
Subsidiary undertakings	-	-	3	3
Investment in associated undertakings	286,587	286,587	-	-
	1,053,449	1,067,760	766,865	781,175

Listed securities

	2020	2019
	£	£
As at 1 January 2020	781,173	696,440
Additions	170,326	103,377
Disposals at market value	(186,084)	(86,882)
Unrealised gain/(loss) on revaluation	1,447	68,238
	766,862	781,173

The historical cost of the investments at 31 December 2020 is £626,949 (2019: £631,649).

Listed securities comprise:

	2020	2019
	£	£
UK Government stocks	60,960	91,609
Sterling bonds	47,951	68,338
UK listed equities	657,951	621,226
	766,862	781,173

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

11. INVESTMENTS (continued)

Subsidiary undertakings

The following were subsidiary undertakings during the year:

	Holding
Norfolk Showground Limited (02814458) (note 3)	100%
Norfolk Showground Developments Limited (08977136)	100%

Norfolk Showground Developments Limited was dormant for the year ended 31 December 2020 (2019: dormant) and the aggregate of assets, liabilities and funds totalled £1 (2019: £1).

Investment in associated undertakings

The Group's investment in associated undertakings above represents the 22.02% interest held by Norfolk Showground Developments Ltd in ELC JV LLP.

ELC JV LLP was formed by four landowners in the Easton area to exploit their land to gain maximum return from obtaining planning permission on a larger single site than on four smaller separate sites. ELC JV LLP has an option to purchase a proportion of the land owned by the Association.

At 31 December 2020 the company had loaned £286,587 (2019: £286,587) to Norfolk Showground Developments Ltd, which in turn had introduced capital of £286,587 (2019: £286,587) to the LLP.

The LLP has not received any income (2019: £Nil) or incurred any expenditure (2019: £Nil). All capital introduced into the LLP from Norfolk Showground Developments Ltd is held by the LLP in the form of fixed and current assets.

The accounting reference date of the LLP is 31 July 2020.

Post year end, the land sale was completed. See note 26 for further details.

12. DEBTORS

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	6,055	53,234	435	5,533
Amounts owed from group undertakings	-	-	286,587	286,587
Prepayments and accrued income	128,868	176,615	121,186	168,630
Other debtors	41,077	38,935	18,083	38,935
	176,000	268,784	426,291	499,685

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	52,172	40,119	49,672	40,119
Obligations under hire purchase	6,344	5,802	6,344	5,802
Trade creditors	62,215	65,955	51,381	51,101
Accruals and deferred income	173,465	282,875	27,662	168,784
Social security and other taxes	25,408	65,830	21,547	43,858
Amounts owed to group	-	-	172,827	67,214
Other creditors	284,573	7,588	280,872	3,887
	604,177	468,169	610,305	380,765

Deferred income comprises income received in advance relating to membership, rent and trade stands planned for January 2021 onwards.

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Balance brought forward	252,167	207,601	142,372	115,251
Amount released during the year	(252,167)	(207,601)	(142,372)	(115,251)
Amount deferred in the year	147,203	252,167	7,024	142,372
Balance carried forward	147,203	252,167	7,024	142,372

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Bank loans due between 2 and 5 years	415,789	175,351	375,789	175,351
Other loans due between 2 and 5 years	62,350	62,350	62,350	62,350
Hire purchase due between 2 and 5 years	14,234	20,578	14,234	20,578
Bank loans due after more than 5 years	152,575	118,244	145,075	118,244
	644,948	376,523	597,448	376,523

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (continued)

The bank loan is secured against the Charity's fixed asset listed investment portfolio. The loan is repayable in 180 consecutive monthly instalments over 15 years, ending in February 2028, after a 9 month capital repayment holiday. Interest is payable at 2.75% above the Bank of England base rate per annum.

The Charity borrowed a Coronavirus Business Interruption Loan during the year which is secured by a fixed and floating charge over the Charity's assets. The loan is repayable in 60 consecutive monthly instalments, after a 12 month holiday period, over 6 years, ending in September 2026.

The Charity's subsidiary, Norfolk Showground Limited borrowed a Bounce Back Loan during the year. The loan is repayable in 60 consecutive monthly instalments, after a 12 month holiday period, over 6 years, ending in September 2026.

The other loans are from the Charity's Members and others. Of these other loans £10,850 (2019: £10,850) are interest free and £51,500 (2019: £51,500) are interest bearing. Interest is payable on the interest bearing loans at 2% above the Bank of England base rate per annum. These loans are unsecured and are repayable on 12 months notice given in writing by the loan note holder or at the discretion of the Charity.

15. BANK AND OTHER LOANS

Financial instruments measured at amortised cost comprise the loan financing provided by Lloyds Bank Plc and the members to the Association (note 13).

	2020 £	2019 £
Loans payable falling due within 1 year	52,172	40,119
Loans payable falling due in more than 1 year but less than 5 years	478,139	237,701
Loans payable falling due after 5 years	152,575	118,244
	<u>682,886</u>	<u>396,064</u>

The market risk facing the Association is that it is expected that interest rates will rise due to the global COVID-19 pandemic.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

16. FINANCE LEASE

Future minimum lease payments at the end of the reporting year are analysed as follows.

	2020	2019
	£	£
Not later than one year	6,344	5,802
Later than one and not later than five years	14,234	20,578
	<u>20,578</u>	<u>26,380</u>

The lease is over a period of five years with equal annual repayment instalments. At the termination of the lease there is an option for purchase.

17. RESTRICTED FIXED ASSET FUND

2020	Opening balance	Income	Expenditure	Closing balance
	£	£	£	£
Norfolk Showground Arena Project	52,393	-	(3,082)	49,311
Norfolk Agricultural Association Norwich Plate	1,420	-	-	1,420
	<u>53,813</u>	<u>-</u>	<u>(3,082)</u>	<u>50,731</u>
 2019	 Opening balance	 Income	 Expenditure	 Closing balance
	£	£	£	£
Norfolk Showground Arena Project	55,475	-	(3,082)	52,393
Norfolk Agricultural Association Norwich Plate	1,420	-	-	1,420
	<u>56,895</u>	<u>-</u>	<u>(3,082)</u>	<u>53,813</u>

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

18. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

2020	General fund £	Restricted fixed asset £	Total £
Fixed assets	3,970,702	50,731	4,021,433
Cash at bank and hand	535,580	-	535,580
Other current assets/liabilities	(427,395)	-	(427,395)
Creditors more than one year	(644,948)	-	(644,948)
	<u>3,433,939</u>	<u>50,731</u>	<u>3,484,670</u>
2019	General fund £	Restricted fixed asset £	Total £
Fixed assets	4,129,683	53,813	4,183,496
Cash at bank and hand	579,143	-	579,143
Other current assets/liabilities	(198,595)	-	(198,595)
Creditors more than one year	(376,523)	-	(376,523)
	<u>4,133,708</u>	<u>53,813</u>	<u>4,187,521</u>

19. OPERATING LEASE COMMITMENTS

At 31 December 2020, the group had future minimum lease payments under non-cancellable operating leases for plant and machinery as follows:

	2020 £	2019 £
Within one year	10,710	10,710
Between 2 and 5 years	<u>25,869</u>	<u>36,579</u>

At 31 December 2020, the group had future minimum lease receipts under non-cancellable operating leases for land as follows:

	2020 £	2019 £
Within one year	69,816	69,816
Between 2 and 5 years	269,664	260,064
More than five years	<u>1,157,658</u>	<u>1,222,674</u>

All of the operating leases were held within the parent company only.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

20. NET DEBT

Analysis of group net debt

	At start of year £	Cashflows £	New Loans £	At end of year £
Cash	579,143	(43,563)	-	535,580
Loans falling due within one year	(40,119)	2,180	(14,233)	(52,172)
Loans falling due after more than one year	(355,945)	10,998	(285,767)	(630,714)
Finance lease obligations	(26,380)	5,802	-	(20,578)
	<u>156,699</u>	<u>(24,583)</u>	<u>(300,000)</u>	<u>(167,884)</u>

Analysis of company net debt

	At start of year £	Cashflows £	New Loans £	At end of year £
Cash	546,813	(16,930)	-	529,883
Loans falling due within one year	(40,119)	2,180	(11,733)	(49,672)
Loans falling due after more than one year	(355,945)	10,998	(238,267)	(583,214)
Finance lease obligations	(26,380)	5,802	-	(20,578)
	<u>124,369</u>	<u>2,050</u>	<u>(250,000)</u>	<u>(123,581)</u>

21. CAPITAL COMMITMENTS

The Association had capital commitments authorised and contracted as at 31 December 2020 of £Nil (2019: £21,342).

22. PENSION COMMITMENTS

The group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension costs charge represents contributions payable by the group to the fund and amounted to £78,686 (2019: £71,148).

23. RELATED PARTY TRANSACTIONS

Owing to the nature of the Association's activities and the composition of the board of trustees, transactions have taken place with entities in which trustees have an interest. However, in accordance with the Charities Statement of Recommended Practice (FRS102), disclosure of these transactions is not required if the trustees do not have control over the other entities.

ROYAL NORFOLK AGRICULTURAL ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

23. RELATED PARTY TRANSACTIONS (continued)

Food and Farming Discovery Trust (FFDT) is a related party as C S J Scott, S D A Griffiths (Trustees) and G S Smith (Chief Executive RNAA) are Trustees. During the year the association commissioned activity from FFDT amounting to £Nil (2019: £8,000) and secretarial support was also given to FFDT during the year and amounting to £Nil (2019: £927). Recharged salary costs were also made totalling £Nil (2019: £27,472) and other expenses during the year recharged totalling £420 (2019: £Nil). At 31st December 2020 FFDT owed the Association a balance of £12,570 (2019: £12,150) and is included within Other Debtors of the Association.

RNAA also acted as an agent on behalf of FFDT during the financial year, with income being received totalling £40,250 and expenditure being incurred totalling £22,273, through a designated bank account. At 31st December 2020 the cash balance was held on behalf of FFDT of £22,422 (2019: £4,445).

Glen Lodge Bawburgh Limited (Glen Lodge) is a related party as F L Broom, a Trustee of the Association, is a close family member of the controlling party of Glen Lodge. During the year the Association received land rental and lease income from Glen Lodge of £105,467 (2019: £103,095). At 31st December 2020 Glen Lodge owed the Association £10,811 (2019: £10,253) and is included in Prepayments and Accrued Income.

No other related party transactions have occurred in the financial year (2019: £Nil).

24. AGENCY ARRANGEMENTS

In July 2020, the Association should have hosted the 29th Commonwealth Agricultural Conference on behalf of the Royal Agricultural Society of the Commonwealth (RASC), however this was cancelled due to the pandemic. During the year income was received totalling £29,819 (2019: £32,629), although delegates were refunded £56,203 (2019: £Nil) due to the cancellation. Expenditure was incurred on behalf of RASC of £31,734 (2019: £44,846) and refunds on expenditure were received and retained by RNAA, totalling £27,421 (2019: £Nil). RASC repaid RNAA £67,922 in the year (2019: £Nil), leaving a net amount was owed to the Association of £Nil at the year-end (2019: £17,617).

25. CONTINGENT LIABILITIES

The charity is part of a group VAT registration and therefore is potentially liable for the VAT of the subsidiary. As at 31 December 2020, its subsidiary, Norfolk Showground Limited had a creditor relating to VAT of £3,861 (2019: £21,972).

26. POST BALANCE SHEET EVENT

As noted in the trustees report, over the past years, the charity has been working on plans regarding the future development of land for housing around the village of Easton, through its subsidiary NSDL. On 17 May 21 the land sale completed, and as a result, the Norfolk Showground Developments Limited received an initial figure of £1,472,298. A further £923,004 is expected to be received in the coming years as deferred consideration. In due course, all profits on the sale will be donated to the parent charity. Additionally, there is deferred consideration for land owed to the charity of £1,050,805.