

REGISTERED NUMBER:      COMPANY 580176  
   CHARITY 204609

**REPORT OF THE DIRECTORS AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

**FOR**

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**

**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

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**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

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**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**COMPANY INFORMATION**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

<b>DIRECTORS:</b>	B V Day OBE D B Dale K G Mason Sir M Perry P J Seward S D White J J E Wilding	Died 26 January 2010
<b>SECRETARY:</b>	D B Dale	
<b>REGISTERED OFFICE:</b>	7c College Green Gloucester GL1 2LX	
<b>REGISTERED NUMBER:</b>	Company - 580176 Charity - 204609	
<b>AUDITORS</b>	John Yelland and Company Chartered Accountants 22 Sansome Walk Worcester WR1 1LS	
<b>BANKERS:</b>	Lloyds TSB Bank Plc 8 High Street Hereford HR1 2AE	
<b>SOLICITORS:</b>	Gabbs 14 Broad Street Hereford	

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 30 SEPTEMBER 2010**

The trustees, who are also directors of the company for the purpose of the companies Act, present their report and the audited financial statements for the year ended 30 September 2010, which comply with current statutory requirements, the charity's governing document and the Statement of Recommended Practice.

**Governing instruments**

The Three Choirs Festival Association Limited ("the company") is a charitable company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association dated 18 March 1957. The company registration number is 580176 and the charity's registration number is 204609.

**Objects/Principal activities for the public benefit**

The objectives of the charity are to produce a choral festival, together with supporting fringe events, to the highest standards, promoting new works and complying with policies laid down by The Arts Council and Local Authority funding bodies and to encourage and increase the appreciation and understanding of the arts generally and musical art, dramatic art and literacy in particular.

These objectives are achieved by the promotion of a major choral festival during a week in August each year, on a rotational basis, in the cathedrals of Gloucester, Hereford and Worcester. The directors/trustees appoint several of their number to form a local Executive Committee with detailed responsibility for the specific festival. In August 2009, the festival was held in Hereford.

The trustees confirm that they have complied with the duty in Section 4 of the 2006 Charities Act to have due regard to guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. The public benefit provided by the charity is manifold. It includes subsidised or cost free training and education of singers and instrumentalists at all levels, from the virtually untutored to full scale professionalism. It offers employment for performers at varying levels of development. The general public are able to enjoy concerts at prices which are substantially subsidised by benefactors and a number of performances at each festival are offered without charge. Beyond this the directors continue to encourage the promotion of outreach projects to make the festival more inclusive and accessible to people with disabilities or who are unfamiliar with the rich classical choral tradition.

**Directors**

The directors during the period under review and subsequently were:

B V Day OBE	(Chairman)
D B Dale	(Secretary)
K G Mason	(Died 26 January 2010)
Sir M Perry	
P J Seward	
S D White	
J J E Wilding	

Directors are appointed by majority vote at the annual general meeting. New directors are given appropriate training to inform them of their duties and liabilities under Company and Charity Law.

**Directors' interest in shares of the company**

The company is limited by guarantee and has no share capital. The directors therefore have no interest to disclose.

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 30 SEPTEMBER 2010**

**Review of business and future developments**

The accounts show that total incoming resources for the year were £750,590 (2009 - £744,273). Resources expended were £818,435 (2009 - £682,495) and the net movement in funds after adjusting for unrealised gains and losses was a decrease of £65,659 (2009 – increase £61,579). This decrease is unusually large due to a decrease in the grant received from The Three Choirs Festival Society during the year to £38,102 (2009 - £78,880). The total net assets at 30 September 2010 were £149,231(2009 - £214,890).

The charity's principal funding resources are ticket sales for festivals and grants, sponsorships and donations. The charity makes considerable use of volunteers, enlarging their musical experience and reducing costs to the charity.

The festival held in August 2010 was very well attended, with some events over subscribed and favourable reactions from both public and professional critics. There was a favourable response to the preliminary programme announced for 2011.

**Statement of trustees' responsibilities**

The trustees' (who are also the directors' of The Three Choirs Festival Association Limited 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 which 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 trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that 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.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

**Governance of the charity**

The Association is governed by the directors who are also trustees for the purposes of the Charities Act. Any decisions are made by majority vote in general meetings. Management is delegated to the Association's General Manager, assisted by three local committees in Gloucester, Hereford and Worcester. Each committee, operating under delegated powers, prepares an annual festival in turn.

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

**Principal address and advisers**

The principal address and registered office of the company is:

7C College Green  
Gloucester  
GL1 2LX

The company's auditors are:

John Yelland and Company  
Chartered Accountants  
22 Sansome Walk  
Worcester WR1 1LS

The company's solicitors are:

Gabbs  
14 Broad Street  
Hereford

The company's bankers are:

Lloyds TSB Bank Plc  
8 High Street  
Hereford  
HR1 2AE

**Related parties and connected charities**

**The Three Choirs Festival Society (Registered Charity number 1055308)**

The Three Choirs Festival Society is connected to The Three Choirs Festival Association Limited as a result of the company's right to appoint a majority of the trustees of the Society. The principal address of the Three Choirs Festival Society is 7C College Green, Gloucester GL1 2LZ.

**Reserves**

The charity's policy on unrestricted funds is to maintain sufficient reserves to continue to promote the Three Choirs Festival for the foreseeable future. At 30 September 2010 unrestricted funds, excluding tangible fixed assets, amounted to £ 137,189 (2009 - £209,150).

**Investment powers, policy and performance**

The investment policy of the directors of the company is to invest the monies of the company not immediately required for its purposes in or upon such investments, securities or property as may be thought fit subject to such conditions, if any, and such consents, if any, as may for the time being be required by law.

**Risk management**

The directors have continued a review of the major strategic, business and operational risks to which the charity is exposed. Systems have been established to mitigate those risks and procedures have been implemented to minimise any potential impact on the charity should any of those risks materialise.

**Auditors**

The auditors, John Yelland and Company, will be proposed for re-appointment at the forthcoming annual general meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

**By order of the Board**

**B V Day OBE**

Date: 17 June 2011

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF**  
**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**

We have audited the financial statements of The Three Choirs Festival Association Limited for the year ended 30 September 2010 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Statement of Total Recognised Gains and Losses and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity'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 charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statements, 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.

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

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

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

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

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

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF**  
**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED** (Continued)

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- 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.

**John Yelland OBE FCA**  
**John Yelland and Company**  
**Chartered Accountants and Statutory Auditors**  
**22 Sansome Walk**  
**Worcester**  
**WR1 1LS**

**Date: 23<sup>rd</sup> June 2011**

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

	Notes	2010		2009	
		£	£	£	£
<b>TURNOVER</b>			<b>748,434</b>		739,036
Cost of sales			<b>656,879</b>		518,994
<b>GROSS PROFIT</b>			<b>91,555</b>		220,042
Administrative expenses			<b>161,556</b>		163,501
			<b>(70,001)</b>		56,541
Other operating income	7		-		75
<b>OPERATING SURPLUS/(LOSS)</b>	2		<b>(70,001)</b>		56,616
Income from fixed asset investments		<b>1,647</b>		1,437	
Interest receivable and similar income		<b>509</b>		3,725	
			<b>2,156</b>		5,162
<b>SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAXATION</b>			<b>(67,845)</b>		61,778
Tax on surplus/(deficit) on ordinary activities	3		-		-
<b>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR AFTER TAXATION</b>			<b>(67,845)</b>		61,778
Retained profit brought forward			<b>186,512</b>		124,734
<b>RETAINED PROFIT CARRIED FORWARD</b>			<b>118,667</b>		186,512

The notes form part of these financial statements

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

	<u>2010</u>	<u>2009</u>
	£	£
<b>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR</b>	<b>(67,845)</b>	61,778
Revaluation of Investments	<b>2,186</b>	(199)
<b>TOTAL RECOGNISED GAINS AND LOSSES</b>	-----	-----
<b>RELATING TO THE PERIOD</b>	<b>(65,659)</b>	61,579
	=====	=====

The notes form part of these financial statements

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

	<u>Notes</u>	<u>2010</u> <u>Unrestricted</u> <u>Funds</u> £	<u>2009</u> <u>Unrestricted</u> <u>Funds</u> £
<b><u>INCOMING RESOURCES:</u></b>			
<b><u>Incoming Resources from Generated Funds</u></b>			
Voluntary income	4	311,646	337,314
Investment income	5	2,156	5,162
<b><u>Incoming Resources from Charitable Activities</u></b>	6	436,788	401,722
<b><u>Other Income</u></b>	7		75
		-----	-----
<b><u>TOTAL INCOMING RESOURCES</u></b>		<b>750,590</b>	<b>744,273</b>
		=====	=====
<b><u>RESOURCES EXPENDED:</u></b>			
Charitable Activities	8	812,759	676,737
Governance Costs	9	5,676	5,758
		-----	-----
<b><u>TOTAL RESOURCES EXPENDED</u></b>		<b>818,435</b>	<b>682,495</b>
		=====	=====
 <b><u>NET INCOMING/(OUTGOING) RESOURCES</u></b>		 <b>(67,845)</b>	 <b>61,778</b>
<b><u>OTHER RECOGNISED GAINS</u></b>			
Unrealised Gains/(Losses)	12	2,186	(199)
		-----	-----
<b><u>NET MOVEMENT IN FUNDS</u></b>		<b>(65,659)</b>	<b>61,579</b>
<b><u>RECONCILIATION OF FUNDS</u></b>			
Total Funds Brought Forward		214,890	153,311
		-----	-----
<b><u>TOTAL FUNDS CARRIED FORWARD</u></b>		<b>149,231</b>	<b>214,890</b>
		=====	=====

The notes form part of these financial statements

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**  
**COMPANY REGISTERED NUMBER: 580176**

**BALANCE SHEET AS AT 30 SEPTEMBER 2010**

	<u>Notes</u>	<u>2010</u> <u>Unrestricted</u> <u>Funds</u> <u>£</u>	<u>2009</u> <u>Unrestricted</u> <u>Funds</u> <u>£</u>
<b><u>FIXED ASSETS</u></b>			
Tangible assets	11	12,042	5,740
Investments	12	33,564	31,378
		-----	-----
		<b>45,606</b>	37,118
		=====	=====
<b><u>CURRENT ASSETS</u></b>			
Debtors	13	115,596	26,295
Cash at bank	14	68,207	239,672
		-----	-----
		<b>183,803</b>	265,967
<b><u>CREDITORS: Amounts falling due</u></b>			
<b><u>within one year</u></b>	15	<b>80,178</b>	88,195
		-----	-----
<b><u>NET CURRENT ASSETS</u></b>		<b>103,625</b>	177,772
		=====	=====
<b><u>TOTAL ASSETS LESS CURRENT</u></b>			
<b><u>LIABILITIES</u></b>		<b>149,231</b>	214,890
		=====	=====
<b><u>RESERVES</u></b>			
<b><u>Income Fund</u></b>			
Unrestricted fund		118,667	186,512
Unrestricted Revaluation Reserve	16	30,564	28,378
		-----	-----
		<b>149,231</b>	214,890
		=====	=====

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

**ON BEHALF OF THE BOARD:**

.....  
**B V Day OBE - Trustee**

**Approved by the Board on 17 June 2011**

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

1. **ACCOUNTING POLICIES**

**Basis of accounting**

The financial statements are prepared in accordance with the historical cost convention modified by the revaluation of certain fixed assets and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008), the Statement of Recommended Practice (SORP) and the Companies Act 2006.

**Donations, grants and sponsorship**

These are credited to the funds of the Association for the year in which they are receivable. No amounts are included in the financial statements for services donated by volunteers.

**Ticket sales and book programme**

Income from ticket sales, book programmes and advertising is accounted for in accordance with the accruals concept.

**Resources expended**

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the statement of financial activities.

- a) Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities. It includes both costs that can be associated directly to such activities and those costs of an indirect nature necessary to support them.
- b) Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fee and costs linked to the strategic management of the charity.

**Unrestricted funds**

Unrestricted funds comprise accumulated surpluses and deficits on the general funds and the result of the current year's festival. They are available for use at the discretion of the directors in furtherance of the general charitable objectives.

**Tangible fixed assets for charity use and depreciation**

Tangible fixed assets for charity use are stated in the balance sheet at cost less accumulated depreciation. Tangible fixed assets gifted to the company for charity use are valued by the directors based on market value and added to revaluation reserve.

Depreciation is provided on tangible fixed assets for charity use at rates calculated to write off the cost or valuation, on a straight line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

Staging	:	10% per annum
Office equipment	:	20% per annum
Computers	:	33.3% per annum

Assets costing less than £100 are not capitalised.

**Investments and investment income**

Investment income is accounted for on a receipts basis and comprises interest on invested cash deposits and dividends.

Quoted investments are stated at mid market value at the balance sheet date. Gains and losses arising on investment assets, both through sale and change in valuation, are disclosed in a separate section of the statement of financial activities.

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

2.	<b>OPERATING PROFIT</b>	<b><u>2010</u></b> £	<b><u>2009</u></b> £
	The operating profit is stated after charging:		
	Depreciation on owned assets	4,657	2,135
	Auditors' remuneration for:		
	External audit services	5,676	5,758
3.	<b>TAXATION</b>		
	The Three Choirs Festival Association Limited is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the company's primary objectives, if these profits and surpluses are applied solely for charitable purposes.		
4.	<b>VOLUNTARY INCOME - MAJOR SOURCES OF GRANTS, DONATIONS AND SPONSORSHIPS</b>	<b><u>2010</u></b> £	<b><u>2009</u></b> £
	The Three Choirs Festival Society	38,102	78,880
	Arts Council	45,000	40,000
	Hereford City Council	-	31,076
	Herefordshire County Council	-	12,577
	Friends of Hereford Cathedral	-	10,000
	Elmley Foundation	-	28,000
	Friends of The Hereford Three Choirs	-	30,000
	Mr P B Ashcroft	-	10,000
	Ecclesiastical Insurance Group	20,000	-
	Lincoln International	17,500	-
	Legacy – G Howard (deceased)	9,895	-
	Gift Aid tax claim	19,000	-
	Gloucester City Council	15,000	-
	Gloucestershire County Council	11,970	12,469
	Mr Bernard Day	15,000	16,000
	Mrs Angela Day	10,000	4,000
	General donations below £10,000	110,179	64,312
		-----	-----
		<b>311,646</b>	<b>337,314</b>
		=====	=====
5.	<b>UK INVESTMENT INCOME</b>		
	Dividends received	1,647	1,437
	Interest received	509	3,725
		-----	-----
		<b>2,156</b>	<b>5,162</b>
		=====	=====
6.	<b>INCOMING RESOURCES FROM CHARITABLE ACTIVITIES</b>		
	Ticket and other sales	411,865	380,020
	Book programme	14,133	12,635
	Advertising income	10,790	4,849
	Broadcast fee	-	4,218
		-----	-----
		<b>436,788</b>	<b>401,722</b>
		=====	=====

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

	<u>2010</u>	<u>2009</u>
	£	£
7. <b>OTHER INCOME</b>		
Online filing incentive	-	75
	-----	-----
	-	75
	=====	=====
8. <b>CHARITABLE ACTIVITIES</b>		
<b><u>Musical Fees and Expenses</u></b>		
Orchestras and principals	<b>371,967</b>	273,427
Conductors and accompanists	<b>55,616</b>	31,770
Chorus and rehearsal expenses	<b>11,756</b>	8,416
Staging, seating, electrical installation	<b>114,876</b>	100,235
Hire and purchase of music and performing rights	<b>27,350</b>	22,561
Cathedral charges and expenses	<b>33,046</b>	35,198
Outside events	<b>13,310</b>	4,937
	-----	-----
	<b>627,921</b>	476,544
	=====	=====
<b><u>Festival Sales and Publicity</u></b>	<b>28,958</b>	40,622
	=====	=====
<b><u>Support Costs Allocated to Activities</u></b>		
Insurance	<b>5,612</b>	5,531
Wages, salaries and outsourcing costs	<b>94,693</b>	104,214
Telephone	<b>2,123</b>	2,388
Postage and stationery	<b>5,646</b>	7,561
Computer and website expenses	<b>18,820</b>	8,542
Rates	<b>775</b>	611
Rent	<b>9,131</b>	9,677
Sundries	<b>4,726</b>	9,866
Meeting expenses	<b>1,185</b>	1,800
Bank charges	<b>4,876</b>	5,417
Depreciation	<b>4,647</b>	2,135
	-----	-----
	<b>152,234</b>	157,742
	=====	=====
<b><u>Outreach Projects</u></b>	<b>3,646</b>	1,829
	=====	=====
<b><u>Total Charitable Activities</u></b>	<b>812,759</b>	676,737
	=====	=====

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

9.	<b>GOVERNANCE COSTS</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
		£	£
	Audit fees – external scrutiny	<b>5,676</b>	5,758
		=====	=====

10.	<b>EMPLOYEE INFORMATION</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
-----	-----------------------------	--------------------	--------------------

The average number of persons employed by the company during the year was:

Administration	1	1
----------------	---	---

<b>Staff Costs</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
	£	£

Wages and salaries	<b>35,449</b>	33,333
	=====	=====

Employers national insurance	<b>3,806</b>	3,555
	=====	=====

There were no employees receiving emoluments greater than £60,000.

No emoluments or reimbursed expenses were paid to the directors in respect of their services to the company during the year.

11. **TANGIBLE FIXED ASSETS**

	<b><u>Office</u></b>	<b><u>Staging</u></b>	<b><u>Totals</u></b>
	£	£	£
<b>COST:</b>			
At 1 October 2009	<b>37,079</b>	<b>40,505</b>	<b>77,584</b>
Additions	<b>10,949</b>		<b>10,949</b>
	-----	-----	-----
At 30 September 2010	<b>48,028</b>	<b>40,505</b>	<b>88,533</b>
	=====	=====	=====
<b>DEPRECIATION:</b>			
At 1 October 2009	<b>31,782</b>	<b>40,062</b>	<b>71,844</b>
Charge for year	<b>4,204</b>	<b>443</b>	<b>4,647</b>
	-----	-----	-----
At 30 September 2010	<b>35,986</b>	<b>40,505</b>	<b>76,491</b>
	=====	=====	=====
<b>NET BOOK VALUE:</b>			
At 30 September 2010	<b>12,042</b>	<b>-</b>	<b>12,042</b>
	=====	=====	=====
At 30 September 2009	<b>5,297</b>	<b>443</b>	<b>5,740</b>
	=====	=====	=====

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

12.	<b>FIXED ASSET INVESTMENT</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
		£	£
	<b>LISTED ON UK STOCK EXCHANGE</b>		
	<b>COST OR VALUATION:</b>		
	At 1 October 2009	31,378	31,577
	Surplus/(Deficit) on revaluation	2,186	(199)
		-----	-----
	At 30 September 2010	33,564	31,378
		=====	=====
	<b>NET BOOK VALUE:</b>		
	At 30 September 2010	33,564	31,378
		=====	=====
	At 30 September 2009	31,378	31,577
		=====	=====
	Cost or valuation at 30 September 2010 is represented by:		
	Valuation in 2010	30,564	28,378
	Cost	3,000	3,000
		-----	-----
		33,564	31,378
		=====	=====
	The investment consists of 3,432 COIF Income Units		
13.	<b>DEBTORS:</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
		£	£
	Trade debtors	103,445	26,180
	Prepayments	12,151	115
		-----	-----
		115,596	26,295
		=====	=====
14.	<b>CASH AT BANK AND IN HAND</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
		£	£
	<b>Association</b>		
	Current account	12,984	42,304
	Business account	587	4,186
	Charities' deposit account	1,614	1,614
	<b>Gloucester</b>		
	Current account	-	27,537
	Charities' deposit account	2,110	46,075
	Petty cash	32	6
	<b>Worcester</b>		
	Current account	2,596	5,551
	Deposit account	33	33
	Dividend account	260	123
	Charities' deposit accounts	25,010	29,124
	<b>Hereford</b>		
	Current Account	19,755	-
	Deposit account	3,226	83,119
		-----	-----
		68,207	239,672
		=====	=====

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

15.	<b>CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	<b><u>2010</u></b> £	<b><u>2009</u></b> £
	Bank overdraft – Gloucester (2009 - Hereford)	18,694	26,817
	Trade creditors	46,302	26,226
	Social Security and other taxes	5,466	6,814
	Accruals	9,716	5,838
	Receipts in advance	-	22,500
		-----	-----
		<b>80,178</b>	<b>88,195</b>
		=====	=====
16.	<b>UNRESTRICTED REVALUATION FUND</b>	<b><u>2010</u></b> £	<b><u>2009</u></b> £
	At 1 October 2009	28,378	28,577
	Surplus/(deficit) on revaluation of investments (Note 12)	2,186	(199)
		-----	-----
	<b>At 30 September 2010</b>	<b>30,564</b>	<b>28,378</b>
		=====	=====

17. **RELATED PARTY TRANSACTIONS**

During the year The Three Choirs Festival Association Limited received grants totalling £38,102 (2009 - £78,880) from The Three Choirs Festival Society (Registered Charity Number 1055308). The Three Choirs Festival Society is a connected charity of The Three Choirs Festival Association Limited as a result of the company's right to appoint a majority of the trustees of the Society.

Payments for consultancy fees and expenses totalling £20,683 (2009 - £15,257) were paid to the daughter of Sir M Perry, a trustee of the charity.

18. **CAPITAL**

The Three Choirs Festival Association Limited is a company limited by guarantee. Each member has undertaken to contribute £1 to the assets of the company to meet its liabilities if called on to do so.

19. **CONTROL**

The charitable company is under the control of its trustees/directors.

20. **APB ETHICAL STANDARD – PROVISIONS AVAILABLE FOR SMALL ENTITIES**

In common with many other charities of our size and nature, we use our auditors to assist with the preparation of the financial statements.

**The following pages do not form part of**  
**the statutory financial statements and are**  
**to provide supplementary management**  
**information**

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
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**FINANCIAL STATEMENT FOR FESTIVALS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

21. FESTIVAL INCOME AND EXPENDITURE ACCOUNT

	Note	Central £	Gloucester 2010 £	Worcester 2011 £	Hereford 2012 £	Mindsong £	Total 2010 £	Total 2009 £
<b>Income</b>								
Voluntary income	4 & 23		289,557	14,026		8,063	311,646	337,314
Investment income	5 & 24	1,491	163	225	277		2,156	5,162
Charitable activities	6 & 25		436,788				436,788	401,722
Other income	7				-			75
<b>Total income</b>		<b>1,491</b>	<b>726,508</b>	<b>14,251</b>	<b>277</b>	<b>8,063</b>	<b>750,590</b>	<b>744,273</b>
<b>Expenditure</b>								
Musical fees etc	8 & 26		619,858			8,063	627,921	476,544
Festival Sales and Publicity	8 & 27		28,958				28,958	40,622
Support costs	8 & 28	84,323	53,877	13,761	273		152,234	157,742
Outreach Projects	8 & 29		3,646				3,646	1,829
Audit fees	9 & 30	8,555			(2,879)		5,676	5,758
Administration recharged		(48,000)	48,000				-	-
<b>Total expenditure</b>		<b>44,878</b>	<b>754,339</b>	<b>13,761</b>	<b>(2,606)</b>	<b>8,063</b>	<b>818,435</b>	<b>682,495</b>
Surplus/(deficit) for the year		(43,387)	(27,831)	490	2,883		(67,845)	61,778
Increase/(decrease) in value of investments		2,186					2,186	(199)
Transfer between Funds		(41,201)	(27,831)	490	2,883	-	(65,659)	61,579
		20,000	20,000	-	(40,000)		-	-
		(21,201)	(7,831)	490	(37,117)	-	(65,659)	61,579
Balance brought forward		70,878	54,798	30,141	59,073		214,890	153,311
Balance carried forward		49,677	46,967	30,631	21,956	-	149,231	214,890

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
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**FINANCIAL STATEMENT FOR FESTIVALS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

22. ALLOCATION OF BALANCE SHEET

	<u>Note</u>	<u>Central</u>	<u>Gloucester</u> <u>2010</u> £	<u>Worcester</u> <u>2011</u> £	<u>Hereford</u> <u>2012</u> £	<u>Mindsong</u> £	<u>Total</u> <u>2010</u> £	<u>Total</u> <u>2009</u> £
<b>Fixed Assets</b>								
Staging							-	443
Office equipment		10,158	1,884				12,042	5,297
		-----	-----	-----	-----	-----	-----	-----
	11	10,158	1,884	-	-	-	12,042	5,740
Investments	12	33,564	-	-	-	-	33,564	31,378
		-----	-----	-----	-----	-----	-----	-----
		43,722	1,884	-	-	-	45,606	37,118
		=====	=====	=====	=====	=====	=====	=====
<b>Current Assets</b>								
Debtors	13	5,952	104,632	2,733		2,279	115,596	26,295
Cash at bank	14	15,185	3,734	27,898	22,982	(1,592)	68,207	239,672
		-----	-----	-----	-----	-----	-----	-----
		21,137	108,366	30,631	22,982	687	183,803	265,967
<b>Current Liabilities</b>								
Creditors	15	15,182	63,283	-	1,026	687	80,178	88,195
		-----	-----	-----	-----	-----	-----	-----
<b>Net Current Assets</b>		5,955	45,083	30,631	21,956	-	103,625	177,772
		=====	=====	=====	=====	=====	=====	=====
<b>Total Assets less</b>								
<b>Current Liabilities</b>		49,677	46,967	30,631	21,956	-	149,231	214,890
		=====	=====	=====	=====	=====	=====	=====

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
**A REGISTERED CHARITY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENT FOR FESTIVALS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010**

23. **VOLUNTARY INCOME**

	<u>Central</u>	<u>Gloucester</u>	<u>Worcester</u>	<u>Hereford</u>	<u>Mindsong</u>	<u>Total</u>
	£	2010 £	2011 £	2012 £	£	£
The Thee Choirs Festival Society		30,000	8,102			38,102
Arts Council		45,000				45,000
Ecclesiastical Insurance Group		20,000				20,000
Gloucester City Council		15,000				15,000
Lincoln International		17,500				17,500
Legacy – G Howard (deceased)		9,895				9,895
Gift Aid tax claim		19,000				19,000
Gloucester County Council		11,970				11,970
Mr Bernard Day		15,000				15,000
Mrs Angela Day		10,000				10,000
General donations below £10,000		96,192	5,924		8,063	110,179
		-----	-----	-----	-----	-----
	-	289,557	14,026	-	8,063	311,646
		=====	=====	=====	=====	=====

24. **UK INVESTMENT INCOME**

Dividends received	1,481		166			1,647
Interest received	10	163	59	277		509
	-----	-----	-----	-----	-----	-----
	1,491	163	225	277	-	2,156
		=====	=====	=====	=====	=====

25. **INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

Ticket sales		397,520				397,520
Booking Fees		5,725				5,725
Other Sundry Income		8,620				8,620
Book programme		14,133				14,133
Advertising income		10,790				10,790
		-----	-----	-----	-----	-----
	-	436,788	-	-	-	436,788
		=====	=====	=====	=====	=====

This page does not form part of the statutory financial statements

**THE THREE CHOIRS FESTIVAL ASSOCIATION LIMITED**  
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**FINANCIAL STATEMENT FOR FESTIVALS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2010** (Continued)

	<u>Central</u>	<u>Gloucester</u>	<u>Worcester</u>	<u>Hereford</u>	<u>Mindsong</u>	<u>Total</u>
	£	£	£	£	£	£
<b>26. MUSICAL FEES ETC.</b>						
Orchestra and principals		363,904			8,063	371,967
Conductors and accompanists		55,616				55,616
Chorus and rehearsal expenses		11,756				11,756
Staging, seating, electrical installation		114,876				114,876
Hire and purchase of music and performing rights		27,350				27,350
Cathedral charges and expenses		33,046				33,046
Outside events		13,310				13,310
	-	619,858	-	-	8,063	627,921
<b>27. FESTIVAL SALES AND PUBLICITY</b>	-	28,958	-	-	-	28,958
<b>28. SUPPORT COSTS</b>						
Insurance	5,612					5,612
Wages and outsourcing costs	52,746	34,502	7,683	(238)		94,693
Telephone			639			639
Postage and stationery	195	6,578	357			7,130
Computer and web-site expenses	18,553	267				18,820
Rates		775				775
Rent		5,126	4,005			9,131
Sundries	3,022	742	962			4,726
Meeting expenses	1,185					1,185
Bank charges		4,693	115	68		4,876
Depreciation	3,010	1,194		443		4,647
	84,323	53,877	13,761	273	-	152,234
<b>29. OUTREACH PROJECTS</b>	-	3,646	-	-	-	3,646
<b>30. GOVERNANCE COSTS</b>						
Audit fees	8,555	-	-	(2,879)	-	5,676

This page does not form part of the statutory financial statements