

# NEWBURY & DISTRICT AGRICULTURAL SOCIETY



FIVE YEAR PLAN

2016-2020

## **Five Year Plan 2016-2020**

### **Executive Summary**

The Agricultural sector faces a period of uncertainty and change unprecedented in recent history. To remain relevant and meaningful, NADAS must deliver against its charitable objects: in essence promotion of agriculture, horticulture and country pursuits, and the education of the public in these fields. This plan aims to set out the Society's Vision and how it intends to achieve it over the next five years. It is intended to be a living document, reviewed and updated annually. As the first plan of its kind it is necessarily long and future versions will be more concise.

Good governance is an essential foundation for any charity and NADAS will ensure it is governed and managed to the highest standards, cognisant of the risks it faces and structured to be both efficient and effective. It is in essence a 'people business' and the proper leadership and management of people – whether staff, contractors or volunteers – is a key activity.

The Society has built up strong reserves (though now significantly reduced, in a planned way, by the new Society Building) and has a significant asset in the form of the Showground (owned outright). While the new building has depleted reserves, it is an important strategic step and an asset that will help diversify our income generation in the medium to long term. Nevertheless, careful financial control and restraint of discretionary spending will be needed while reserves are rebuilt. The Royal County of Berkshire Show will remain both our biggest cost and our biggest source of revenue annually and we are always at risk of bad weather affecting gate income.

Restructuring of management accounts and budgets will bring greater clarity to our financial planning, helping the Board to make informed decisions.

Although Membership cannot be viewed in financial terms alone, it is important to balance costs and benefits, so a benchmarking exercise against similar Societies will be undertaken to help us ensure this balance is met. Show income from gates and car parking has plateaued (/peaked?) and we have reached a price point that will be difficult to move on from quickly. The level of entry fees and other charges to exhibitors needs to be balanced between the desire to encourage entries and the considerable net costs of keeping livestock and equestrian activity central to the Show. Sponsorship and fundraising from donations/grants need plans of their own to maximise income from these sources in difficult times. Year-round letting of the Showground (within the constraints of the planning permission) is an essential source of revenue that must be optimised.

Until now our communications effort has been almost solely focussed on marketing the Royal County of Berkshire Show. By establishing and developing an in-house communications capacity rather than relying on external consultancy we can improve the spread and reach of our messaging and we will maximise use of social media.

The Showground is the Society's most significant asset both as the base for charitable activity and as a revenue stream. In recent years the principal focus of development has been on the Society Building; more attention must now be given to the care, maintenance and improvement of the Showground as a whole.

The Society's education programmes are highly regarded by the receiving schools but are focussed almost exclusively on schools and predominantly on the primary and pre-school age group. While the Education Committee's remit will continue to be focussed on schools and the delivery of current programmes, there are wider audiences and many ways in which they can be reached.

Alongside the regular programme of social events for members, we will introduce events aimed at adding value to our farming/land-owning members, extending our education offer beyond schools into the sphere of professional development. This will be done through partnerships and associations. A regular programme is planned of lectures, seminars and Knowledge Transfer sessions that bring together farmers, students and experts. The bursary scheme will be refreshed and re-publicised.

To help farmers and rural businesses with the significant regulatory and training burden they face, we aim by the end of the period of this plan to introduce bespoke courses, approved and validated by user groups that will be targeted on the needs of the sector, utilising the facilities of the Showground and providing a critical mass that will reduce costs.

We are committed to keeping the agricultural element of the Show front and centre, fully aligned with our core purposes.

## **FIVE YEAR PLAN 2016-2020**

### **Context**

#### **Historical Background**

The Society put on the first Newbury Show at Enborne Gate Farm on 28th September 1909 and has been staging this annual Show ever since with gaps during the two World Wars and during the farming depression of 1928-35. The Show has been held in various venues around Newbury, becoming a two-day Show in 1976. In 1984 the Society purchased its current home, Newbury Showground, at the intersection of the M4 and A34. Since then the event has gone from strength to strength; now known as the Royal County of Berkshire Show, it is a highly respected agricultural and rural event and ranks within the top ten agricultural shows in the country. The Show is one of many tools to deliver the objects of the Society.

We have been promoting excellence in agriculture for over 100 years. NADAS gives annual awards to encourage excellence in practice and in academia. We present awards for long service in agriculture and consider awards for new developments in machinery; for agriculture and equine students; for excellence in farming, estate management, woodlands, science, research and technology.

#### **Current Position**

The Society became an Incorporated Charity in 1991, leading to changes in its governance and organisation and new Memorandum and Articles of Association adopted in 2009. It is now run by a Board of Management, the members of which are both Directors of the Company and Trustees of the Charity.

In 2014, after many years in the planning system, approval was granted for the Society's first new permanent building since the earliest days at the Newbury Showground and in 2015, following detailed financial appraisal, it made the decision to press ahead with this major financial commitment. In anticipation of this it also appointed its first Chief Executive for many years and set about considering its strategic future, which this plan sets out.

A 'Going Forward' meeting was held in January 2015 and the board subsequently established a Structure Working Group, specifically to look at streamlining and improving governance and decision making. The report of that Working Group is at Enclosure 1.

#### **An Agricultural Society for the Future**

The Agricultural sector is in times of almost unprecedented change and uncertainty to which Brexit can only add. The nature and shape of future subsidies when EU funding is withdrawn is unknown; climate change is making food security a high priority for governments worldwide; globalisation has promoted a consumer expectation of year-round supply of even the most exotic foodstuffs; supermarket competition and consumer pressure keep margins wafer thin; technological advances offer great promise but it is often difficult for farmers to gain unbiased access to applied research; and farming, once a people-heavy community activity can now often feel lonely and isolating. So this plan is developed at a time when Agricultural Societies have a real part to play in educating the public, promoting the Agricultural sector and supporting our farmers.

## **Purpose**

The Purpose of the Society is to fulfil its charitable objects which are set out in full at Annex A. In essence this is the promotion of agriculture, horticulture and country pursuits, and the education of the public in these fields.

## **Governing Document**

The Society's Governing Document is its Memorandum and Articles of Association, adopted by special resolution in 2009.

## **Aim of Plan**

The aim of this plan is to set out the Board of Management's Vision for the Society, how it will strive towards that vision and how it will meet its charitable objectives over the next 5 year period. It will consider the risks posed to the Society and how the Society intends to manage those in order to ensure that it can continue effectively to deliver upon its objectives into the future.

## **Vision**

*Our Vision for the Newbury and District Agricultural Society is for it to be a nationally recognised and locally valued agricultural society that, in line with its charitable purposes:*

- offers high quality educational programmes and activities*
- delivers a County Show of national renown, enjoyed by a broad demographic, self-funding and with agriculture at its heart*
- is engaged with the farming community and beyond*
- is governed, led and financially-managed to the highest standards*
- has a strong, active, engaged and growing membership that contributes to the operation and financial well-being of the organisation.*
- promotes the role of farming and the countryside in securing the future of our food supply.*
- Develops and sustains positive relationships with the allied trades involved in the food and farming industry.*

## **Risk**

This plan has been developed to show not only what we intend to deliver and how we intend to deliver it but in the context of an understanding of those risks that may impact on our ability to do this and how we should best manage those risks.

These risks and their management are outlined in Annex B which will be developed in detail as part of this plan and reviewed regularly by the Board of Management. Changes to the Charity Accounting Statement of Recommended Practice (SORP) require that in future this is also to be summarised in our Annual Report. We recognise that the identification and management of risk is the single most important activity for any Board of trustees.

## Action and Performance Indicators

- Action:
  - Develop and formally adopt Risk Register
  - Implement Annual Review of Risk
- Performance Indicators
  - PI R1: Risk Register developed and adopted.
  - PI R2-5: Annual Review of Risk Register carried out.

## Governance and Structure

In order both to manage risk and deliver on our objectives we need in place governance processes and an organisational structure that is both effective and efficient. While a great deal has been achieved in recent years and months, there is more to do and this plan includes a timeline for achievement. Following on from a Shows Council Meeting in February 2015, the Board of Management established a Working Group to examine the Society's governance structure. This concluded that

- The relative roles and responsibilities of the Board, Shows Council and the Society's committees should be formally articulated and understood as follows:
  - The Board is responsible for the Society's vision, strategy, medium/long term planning and financial management. It has legal responsibilities to discharge on behalf of the Society and must ensure that the Society remains true to its charitable objectives and compliant with charity and company law.
  - Shows Council is to be seen as a 'grand committee' composed as it is of committee chairmen, their vice-chairmen and up to two members; It has a key consultative and information sharing role. Its focus is on the year in hand (the Show and the wider programme of events)
  - Committees oversee delivery of the Society's Show and programme of activities. They inform and advise the Board, through the Chief Executive.
- There should be a merger of some committees.
- All committees should have clearly set-out Terms of Reference.
- The stipulation of maximum of three year terms for Chairmen of committees should be reconsidered and, if necessary clarification/amendment to the Memorandum and Articles of Association made at an AGM.
- In accordance with the Memorandum & Articles, all committees (that are formally constituted Committees of the Board) must include a member of the Board (though he/she need not be in attendance at every meeting).
- A programme should be developed of Board, Shows Council and Committee meetings for the year such that all duties and obligations are discharged and so that each meeting has the information and guidance its needs to make decisions that are its to make.

## Meetings

Meetings are important but can be time-consuming. As many involve volunteers they have tended to held 'out of hours'. This has the advantage of suiting younger volunteers still in full-time employment but must be balanced against the impact on the Society's staff. It is all the more important, then, that meetings are purposeful and productive. A distinction should

be made between those committees which are formal committees of the Board and require staff secretariat support and those which are less formal (working groups/sections/sub-committees), though still reporting to a Committee of the Board. The Board of Management should review formally the minutes and decisions of the former while the latter should be about detailed implementation that does not require Board scrutiny - so long as proper parameters (especially financial) have been set.

Better attendance will be achieved if good notice is given of meeting dates and meetings should be scheduled such as to optimise interrelation to each other where that is necessary or desirable. A first iteration of a meeting schedule to facilitate this is as Annex D.

Meetings are more effective if attendees have good notice of the agenda and sufficient time to read any preparatory papers. Attendees should play their part by ensuring they come to meetings properly prepared having read and considered any papers in advance. Each Board and Shows council meeting should have a clear purpose/key theme that ensures all annual requirements are covered.

Development of a shared area on the server, accessible by Board members, or use of such applications as Dropbox or Sharepoint should be introduced to enable more efficient provision of information, including the minutes of all formal committees

## **People**

NADAS is at heart a 'people' organisation: its Trustees, staff, members and volunteers; while exhibitors, traders and visitors are all key to the success of the Society's main event, the Royal County of Berkshire Show. People, then, unsurprisingly feature large in the risk register and must feature strongly in this plan for development.

A number of key actions are required to minimise/mitigate risk:

A staff handbook should exist to augment information in staff contracts, setting out such things as grievance procedures and the organisation's policies on, for example, social media conduct.

Staff contracts must be reviewed to ensure consistency (or easily defended discrepancy) and compatibility with current legal requirements which may have changed since they were put in place.

There is a legal requirement from Jan 2017 to have in place an auto-enrolment pension scheme. The Board has already set in train implementation of such a scheme ahead of the mandatory start date.

There is in place a guidance package for trustees and there has in recent years been trustee training. However, given the annually changing composition of the Board, this should be repeated and the guidance package reviewed/updated.

It is also a Charity Commission requirement for organisations dependant on volunteers to have in place a Volunteer Policy. This needs to be developed.

## **Budgets and Finance**

Although financial management is a key part of good governance, this along with budgeting is considered below under Finance and Income Generation.

## **Action and Performance Indicators (Governance)**

- Actions:
  - CEO to draft Terms of Reference for all formal committees for approval by the Board.
  - Board of Management to formally agree the new committee structure.
  - CEO and staff to implement new structure
  - Board and Shows Council to consider the issues of term of office for Chairmen and propose any necessary changes to an AGM.
  - Devise and Implement a meeting schedule for the Board, Shows Council and committees, which works to a coherent 'battle rhythm'; meetings to have a core purpose.
  - Develop and implement a shared area of the server or use of SharePoint, Dropbox or similar to facilitate controlled and appropriate Board and committee sharing of documents.
  - Develop and publish a staff handbook.
  - Review of all staff contracts, including seeking legal advice on our generic terms of employment.
  - Put in place a pension scheme compatible with mandated auto-enrolment.
  - Review, revise and re-issue Trustee Information Pack.
  - Arrange trustee training at least every two years.
  - Develop and implement a Volunteer Policy.
  
- Performance Indicators
  - PI G1: Revised structure agreed and in use for 2016-17.
  - PI G2: Any proposals for change to Memorandum and Articles of Association agreed or rejected by 2017 AGM.
  - PI G3: A schedule of meetings, with allocated core purpose, established and in-use for Board and Shows Council.
  - PI G4: Controlled document sharing implemented for Board, Shows Council and Committees.
  - PI G5: A full schedule for all (formal) committees, with allocated core purpose, established and in use by the end of 2017).
  - PI G6: Staff handbook issued to all staff.
  - PI G7: Staff contracts reviewed.
  - PI G8: Auto-enrolment compatible pension scheme in place.
  - PI G9: Trustees' Information Pack revised and reissued.
  - PI G10: Trustee Training completed by all Trustees.
  - PI G11: Volunteer Policy in place.

## **Finance and Income Generation**

The Society has a reasonably strong balance sheet but has just taken a very significant financial decision in the form of a major building to which a sizeable portion of its reserves have been committed. The planned commitment from reserves was £413,000. A small



shortfall in fundraising may require a small additional commitment of reserves. We need now to revise the financial model for the building against revised - worst case - fundraising figures. This should be done in conjunction with a revised overall cash flow analysis looking five years out. The current analysis is at Annex E.

We need to recognise and ensure that the Society's membership understands that the new building is a major strategic step. It will take time to pay its way, and in the short term will necessitate some very tight control over all discretionary spending, but it is a long term asset and has the potential to contribute a surplus – according to the business plan – within 3-4 years (this timeframe TBC once financial modelling adjusted to take account of revised fundraising achievement).

### **Budgeting and Management Accounting**

Although the Society's financial management is sound, aspects appear unnecessarily complex and it is difficult to obtain useful management information. Financial forecasting and accounting has tended to focus almost exclusively on the Royal County of Berkshire Show - indeed the Society's accounting policy is to allocate all costs to the Show. While understandable as the Show is the largest source both of income and expenditure, this adds to the sense of being a Show with a Society and not vice-versa; moreover it can obscure the expenditure on other activity. For the Board to make informed management decisions it must be able to see a clear picture of the income and expenditure associated with all activity. It is also good for the Society as an agricultural-focussed charity to be able to highlight its spending on activity beyond the Show.

At the same time, a simpler and clearer budgetary structure will enable committee chairmen and section heads to have greater ownership and involvement in their budgets. At present, although a number of financial figures are provided in this way, many costs are ones over which committee chairmen and section heads can have no control. Everyone will benefit from a clearer and simpler process.

A proposed revised budgetary and management accounting structure is proposed at Annex F. Once this is agreed the next steps should be to derive from it simple subordinate budgetary structure to show committee chairmen and section heads the income and expenditure over which they can have some influence. The process of annual budget construction can then involve these key people, affording them the opportunity to propose changes.

The Society's annual budget is best constructed both bottom-up (committees and sections proposing their costed needs and desires) and top down (the Board, and especially the Hon Treasurer and CEO, inserting known and predicted income and expenditure to determine flexibility within lower-level budgets). The two processes meet in the middle and a draft budget is presented to the Board for approval.

There is an issue with timing of budget construction. The Society's financial year runs 1 Nov - 31 Oct, so ideally the budget for the year ahead should be in place by 31 Oct. This would mean significant work in August and September to develop the budget for approval by the Board in mid-/late October. This is not feasible at a time when the Society is totally focussed on preparation and delivery of the Royal County of Berkshire Show. The Financial Year End on 31 October also means a struggle to get all figures confirmed from the Show - the major

source of income and expenditure. If the financial year were to be amended to align with a calendar year, then budgets could be constructed in the relatively quiet October - December period and with fairly accurate knowledge of actual spend/income from the Show. This would necessitate the audit taking place January - February for approval by the Board at the end of February, and a move of the AGM to mid-/late March. However, there are other advantages to this. At present direct debits memberships are not drawn until March because subscriptions are not set until Jan. The Governing document states that only fully paid-up members may vote at an AGM so currently no Direct Debit members should have a vote!

### **Financial Management**

The Society's financial management is sound. There is a clear separation between the authorisation and payment of invoices, and a trustee is involved in all authorisations or payments. There would, though, be benefit in clearly articulating levels of financial authority. All staff should clearly know what financial authority they have - or where that is to be obtained, with levels appropriate to seniority. Committee chairmen and section heads should be allowed to determine relevant spend within their sections but with financial authority (payment/contract agreement) remaining with the Society staff.

### **Improving Income**

The income streams available to the Society fall into 5 main categories:

- Membership subscriptions
- Show income:
  - Admission tickets
  - Car parking (paid sites)
  - Members' Enclosure guest badges
  - Catering concession
  - Trade stand fees (plus ancillaries)
- Sponsorship
  - Show
  - Ploughing Match
  - Local competitions
  - Education programmes
- Showground/building Lettings,
- Grants and Donations

**Membership subscriptions.** Membership cannot be considered in financial terms alone; it is essential to the Society's volunteer base, the source of much of our donated (cash and in kind) support, and it can contribute directly to the Society's charitable objectives through appropriate members' events. However, it is important to understand the costs as well as the income from membership and ensure these remain in balance. The Society bears the legacy of a number of life memberships purchased for a fraction of the annual costs (now) of providing membership benefits. With annual memberships constituting less than half the total, increases in annual fees need to be carefully weighted between the (relatively) limited revenue gain and the risk of losing members. Conversely the cost of membership benefits must be constrained and evaluated in the light of the income received. A benchmarking exercise (considering both charges and benefits) would be helpful. After this has been completed the Board will be in a position to review the Society's own membership charges and benefits.

## **Show Income.**

**Admission tickets/car parking/guest badges.** Admission charges are reviewed annually and need to be increased in line with costs; however there is a delicate balance to be achieved between costs and footfall. Recent years have seen small fluctuations in gate numbers but we seem to be steadily fixed at 60- 65,000. It is difficult to see how this number could rise significantly and there is a risk of diminishing returns in spending more on marketing to break the 65,000 barrier - which may in any case result in a poorer visitor experience that would negatively impact future years. We ought not, therefore, pin financial hopes on increased gate take (though we must keep abreast of inflation). Every effort must continue to be made on revenue protection, with the current robust procedures maintained or enhanced. New innovations every year or two will be needed to keep the Show fresh and attract back returning visitors as well as reaching out to new ones.

**Catering concession.** The catering concession (for general public showground catering at the Royal county of Berkshire Show) is a significant source of Show revenue (c£60k) but we must be careful to ensure that while continuing to deliver a good dividend it both offers value to the public and a food offering appropriate to an event promoting agriculture! We should seek to increase the quality and the proportion of British grown/produced food, including Red Tractor and other such quality marks. Erstwhile, while bearing all the costs of the Members Enclosure, the Society has not received any return from the catering therein. This is strong source of revenue for the selected catering contractor and contract negotiations should in future include gain-share/commission provision. There is also an opportunity to exploit the facility more generally by considering other events that may use it as a venue in the week preceding and following the Show.

**Trade stand fees (plus ancillaries).** Like admission fees, trade stand fees must be balanced between price and number. An argument has been put forward (at ASAO) that the pitch price is so relatively small an overall cost for the trader that increases are almost unnoticed but there is a need for caution. This is an important revenue stream and we should not let greed price us out of the market. However, annual incremental increases, at least in line with inflation will be better than a large leap every 3 or 5 years. We must continue to consider innovative ways of maximising income from the space available – such as the premium pricing implemented for Avenue B and the introduction of an intermediate pitch depth. We should remain mindful of comparison with other, similar, shows.

**Sponsorship.** Sponsorship is an area where we think we lag behind many other shows, though quick straw-polling (at ASAO 2015) and examination of other shows accounts suggests we are not so wide of the mark. A more thorough benchmarking exercise is needed alongside considering best practice and then the development of a plan for growing sponsorship. We need, too, to consider processes. Larger shows, pulling in large sponsorship (e.g. Royal Bath & West) have marketing teams with sponsorship in their remit. This is unlikely to be an option for us. But greater involvement of committee members is. Local Competitions has been notably successful in recent years and this model – committee members identifying potential sponsors and making the initial approach before handing on to the CEO to complete the deal – might be beneficially expanded to other areas. Coordination

by the CEO/office staff is essential to avoid potential sponsors being approached from multiple angles! The Sponsorship Plan should include development of a matrix to facilitate this deconfliction. Sponsorship should cover most areas of the Show, the ploughing match, local competitions and the education programmes. It may be that this is an area in which the President, Chairman of the Board and Shows Council Chairman could play a stronger role, engaging directly with Chairmen of targeted potential sponsors.

**Showground/Building Lettings.** A more robust approach to lettings charges is paying dividends and the extra staff capacity of a few extra hours of Susan's time is ensuring an efficient service to both those enquiring and those booking. The Society Building business case gives us a firm handrail to follow for increased lettings income although it will need to be revised in the light of final fundraising outturn if that falls short of target. The section 106 agreement limits both the type and number of activities we can allow and imposes a closed season that places some limitations on our ability to increase the income from either the building or the Showground. However, to date we have been very flexible about set-up and strike-down days for lets and are now beginning to take a firmer line (or expect greater payment). There remains a good deal of unused capacity on weekdays and we will seek to facilitate multi-user agreements on weekends when we have clients who are only utilising part of the Showground. The building has particular potential in this. The cost of Heras fencing to divide events when necessary can and will be worked into hire charges. The Business Case for the building set out planned additional income and expenditure, which is shown at Annex G. A key performance indicator will be that net income from showground lettings reaches and remains at or ahead of these business case assumptions. Marketing should emphasise the great strength of our location.

**Grants and Donations.** With the exception of fundraising in support of Education Programmes the Society has done little by the way of approaching grant-giving foundations etc nor received much by way of donated income from members or the public until fundraising began for the new building. What has been received so far for the building has fallen well short of expectation which may suggest a lack of appetite among the bulk of the membership for donating money. Approaches to foundations and trusts are likely to be hampered by the size of the Society's reserves – though perhaps less so now that a large proportion has been spent on the building. Although we have sound reason for keeping a large reserve, many potential funders will look only at the amount and not the explanation and that is a deterrent to giving. Nevertheless, and especially for the education programmes we should not discount this source of funds and should develop a campaign, specifically aimed at the Education programmes as soon as staff capacity allows.

### **Prioritising**

Whilst none of the following is mutually exclusive, the Society has limited staff capacity, not least in marketing and communications, and cannot do everything at once. Moreover, in the case of grants and donations we will need to beware of donor fatigue. Our priorities for income generation then, though there can be some overlap, should be:

Reaching the Building fundraising target

Improving Lettings Income in line with the business case

Improving Sponsorship in line with benchmarks for similar-sized shows

A properly structured fundraising campaign for the Education Fund

### **Controlling Costs**

Alongside seeking to maximise income, it is important that the Society and especially the Show as the biggest source of expenditure, should be run in an efficient as well as an effective way. Cost cutting always risks loss of quality but cost control is essential. With regard to the Show all sections would constantly be urged to review their costs and eliminate non-effective spending. A good example is the catering for judges and stewards where considerable waste was identified because meals were requested and not taken and the contract was based on a charge for 95% of meals ordered. The revised contract will be on a meals taken basis. We can reduce costs without impairing quality. Regular contract re-tendering is an important part of this and will continue.

### **Action and Performance Indicators (Finance)**

- Actions:
  - Revise financial model for the Society Building in conjunction with a revised 5 year cash flow analysis.
  - Adopt clearer budgetary and management accounting model that takes account of the income and expenditure of a wider range of activity that the Show and facilitates more active involvement of committees and sections in budget setting.
  - Change the accounting reference date to 31 December to allow budget setting to take place October - December; adjust meeting schedules accordingly.
  - Determine and articulate levels of financial authority.
  - Conduct benchmarking exercise of membership costs and benefits.
  - Review general public catering provision at the Show to ensure balance of income, value for money and food quality.
  - Include gain-share/commission provision in future Members' Enclosure catering contract.
  - Optimise use of the Members Enclosure facility before and after the Show
  - Benchmark Show (and other) sponsorship, investigate best practice and develop separate plan for sponsorship improvement.
  - Increase lettings income in line with Society Building business Plan.
  - Devise and develop a fundraising campaign for education programmes.
- Performance Indicators
  - PI F1 New 5-Year cash flow forecast completed, with building costs modelled at various levels of final fund-raising achievement.
  - PI F2 Revised budgetary structure adopted; Committee chairmen and Section heads actively involved in budget setting.
  - PI F3 Accounting Reference Date changed to 31 December.
  - PI F4 Letters of financial delegation issued to key staff setting out authority to spend/commit the Society to expenditure.
  - PI F5 Review of membership costs and benefits completed, taking into account benchmarking against other shows/societies.
  - PI F6 Sponsorship Plan agreed and being implemented
  - PI F7 Sponsorship Income ahead of benchmark of similar shows.

- PI F8 Lettings Income at or above level set in Business Case for the Society Building.
- PI F9 Successful Fundraising campaign for Education.

## Communications

Erstwhile our communications effort has been predominantly outsourced and almost exclusively focused on marketing the Show. Consequently, the wider purpose and activity of the Society has been rather unsung and indeed to many it is not even apparent that the Show is an activity of the Society. Running two separate websites has only served to exacerbate this and it is unlikely that the not-for-profit nature and purpose of the Show is widely understood (even within the Society's own membership).

Whilst there are strong arguments for it being the 'Royal County of Berkshire Show', the Show will for many always be known as the 'Newbury Show' and when we add the Society name, and Newbury Showground, there is no doubt that we face a bit of a branding challenge. This is not something easily, quickly or, in all probability, cheaply, untangled. While there are people who feel passionately about the Newbury brand - further change, without extensive professional brand analysis would be rash and it is not a realistic undertaking in the life of this plan. However, we should take action to draw the disparate threads together and ensure coherent messaging. Emphasising that we are first and foremost a charitable organisation is key: **a Society with a Show, not a Show with a Society!** This will surely pay dividends with the public at large, the local authority, visitors, sponsors, traders and donors.

This cannot be effectively or affordably achieved with an outsourced communications function so a top priority is to repatriate this role and extend it to cover all activity. A similarly high priority is to pull our various brands into a single stable - easily identifiable as being related. This must start with a single destination website, within which the distinct threads are identified: Royal County of Berkshire Show, membership society, other agricultural activity (Ploughing Match, Local Competitions), education programmes, commercial hiring of the Showground. At the same time the remit of the Communications (erstwhile PR) Committee should be widened to include all aspects of both internal and external communication.

Communicating internally is as important as communicating externally. It is important that members understand the purposes and activities of the Society, not least so they, too can help publicise what we are for and what we do. The quality, nature and frequency of members' communications should be evaluated by the Communications Committee with a view to making recommendations to the Board. In particular they should consider the advantages of shorter but more frequent bulletins than the current Herald, increased use of email and social media and the cost benefits of reducing/eliminating hard copy mailed communications with members.

Social media is now key and we must make better use of it. We need to establish and sustain a strong presence, carefully considering the different audiences for, e.g. Facebook, Twitter, Pinterest, Instagram. The already strong social media presence of traders and sponsors can be leveraged to mutual advantage.

The recently refurbished and re-opened West Berkshire Museum offers an opportunity to promote the Society and its Show locally and we have secured agreement to mount an exhibition on the Show's history from June-September 2017.

Finally, our communications plan must include the effective marketing of the Showground for lettings.

### **Action and Performance Indicators (Communications)**

- Actions:
  - Expand remit of Communications Committee to include all aspects of both internal and external communications
  - Appoint in-house Communications Officer
  - Redesign websites and merge into single destination with distinct and identifiable threads.
  - Communications Committee to review frequency, nature and method of communications with members.
  - Review and develop Social media presence.
  - Mount a retrospective exhibition in West Berkshire Museum to promote the Society and the Show in its core locality.
  - Develop marketing strategy for letting the Showground
  
- Performance Indicators
  - PI C1 New ToR for Communications Committee agreed, with remit widened.
  - PI C2 Communications Officer employed.
  - PI C3 Re-designed website launched.
  - PI C4 Communications Committee review of member communications complete and recommendations made to the Board
  - PI C5 Accepted recommendations from Communications Committee review implemented.
  - PI C6 Strong social media presence established as part of our communications culture.
  - PI C7 Museum exhibition successfully mounted.
  - PI C8 Effective marketing plan for Showground letting in place.

### **Infrastructure**

The Showground is the Society's most significant asset both as the base for charitable activity and as a revenue stream. However, since its initial purchase and development there has been minimal investment in it. In recent years the principal focus has been on gaining planning permission and building the financial reserve to erect the 'Society Building', principally for housing cattle at the RCBS but also to enhance the lettings viability of the site. Delivery of that building in the first year of this plan is the most important infrastructure-related objective of this plan. Indeed, delivery of the building and meeting its business case net income targets is arguably the most important objective of the plan overall. Nevertheless, the remainder of the site cannot be neglected. It is not in a bad state and the landscape/grounds side is generally well-maintained under contract. Electrical supply to buildings has been improved and made safe in the last 18 months and the provision of

supply pillars extended and improved in key areas. Plumbing provision to the Newbury Building Society Building has also been modernised. However, water-supply to the remainder of the Showground while extensive has been amended and extended in a somewhat ad hoc manner over the years, creating maintenance problems. This must be rationalised.

Buildings maintenance has been less consistent than grounds maintenance and lacks the same level of contract support. When funding allows a professional structural survey may be in order so as to develop an improvement plan. But in any case an annual/bi-annual informal survey should be carried out by the Showground Committee to prioritise repair and improvement, as is done for the grounds.

In the longer term there is an ambition to develop the Chapman Building, perhaps for more extensive educational use. This is unlikely to be within our financial capacity in the life of this plan, but in the later years of the plan, concepts should be developed and costed.

The Showground Committee should develop and maintain a rolling five-year improvement and development plan for the site.

### **Action and Performance Indicators (Infrastructure)**

- Actions:
  - Complete delivery of the Society Building.
  - Develop and implement a rationalised water supply plan.
  - Institute regular informal building maintenance survey.
  - Commission a professional building survey.
  - Develop outline ideas for Chapman Building.
  
- Performance Indicators (Education)
  - PI I1 Society Building completed and fully operational for the 2016 RCBS.
  - PI I2 Water supply grid established and working.
  - PI I3 Annual informal survey by Showground Committee.
  - PI I4 Professional buildings survey completed.
  - PI I5 Costed outline concept for development of Chapman Building produced.

### **Membership**

As noted above under Finance and Income Generation, Membership cannot be viewed simply in revenue terms. Indeed, when all the costs of member benefits, support and administration are weighed up it may even be seen as a net cost. However, there are clear benefits from a strong membership base:

- Guaranteed income not dependent on weather or other variables affecting the Show.
- A volunteer base which is essential to delivery of the Show, the Ploughing Match and, to an extent, our education programmes. (Far from all volunteers are members but the most active including the majority of committee members are).
- A forum for engagement with farming/landowning members.
- A supportive community which shares the Society's interests and supports its purposes.



It is important that the membership offer develops in a way that is consistent with – indeed enhancing of – the Society's purposes. As a matter of principle social events should at least pay their way and ideally generate surplus to contribute to overall running costs. Providing a supportive community for farmers can clearly be seen as a contribution to our charitable purposes but there should be development in the direction of professional events, too.

Members can be grouped into three broad (and overlapping) categories:

Farming/Landowning Members who should be able to look to membership to enhance their professional lives; social members, motivated by the range of functions and events; 'Show' members - those who seeking a value-added experience at the Show through their membership.

On the whole the latter two categories are well provided for and the imperative is to ensure this provision remains cost-effective. We can enhance the offer to the first category, 'professional members' by offering professional development events, ideally in conjunction with other organisations, such as our participation in Innovation for Agriculture.

There is a need to focus on youth and regeneration if the volunteer base is to remain strong and we should look at the experience and success of other societies in his regard. New Forest, in particular, have placed great emphasis in this area and may be a model to follow.

Actions and Performance Indicators for Membership are covered under Finance and Income Generation and Education and other Charitable purposes.

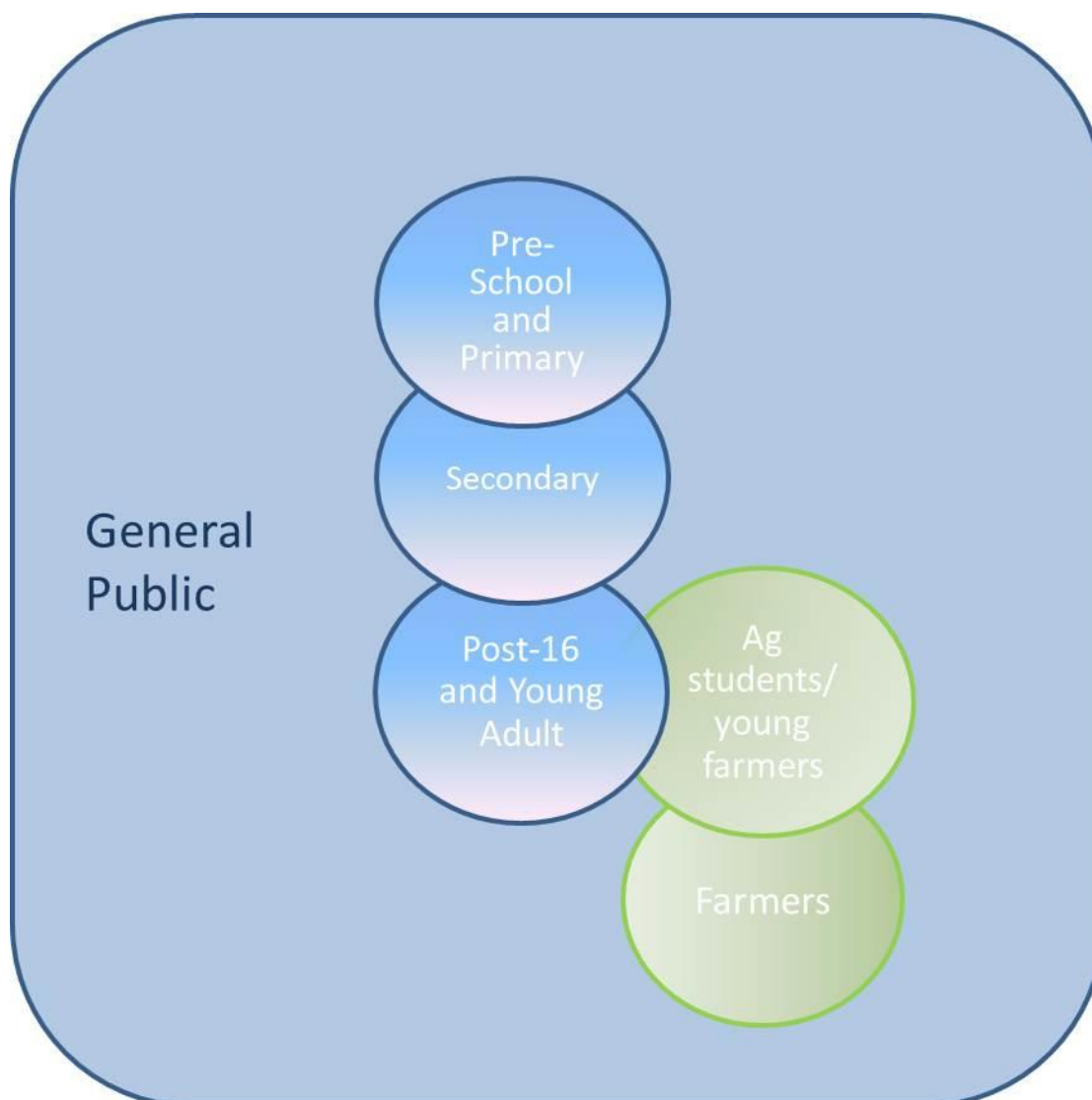
### **Education and Other Charitable Purposes**

Erstwhile the Society's formal educational programmes have focussed almost exclusively on schools and predominantly on the primary and pre-school age group. Of course, the Show itself, Local Competitions and the Ploughing Match have general public educational aspects to them, and the Society has also offered bursaries to support higher/professional education for farmers too. But the main audience for the work of the Education Officer (and the Education committee) has been school children.

The Education Officer is currently working to capacity and in the life-time of this plan increasing staff capacity is unlikely to be affordable. However, this plan commits to continuing support for these programs at least to current levels. The budgetary timetable for Education can thus be aligned with that for the rest of the Society and the Education Committee can plan the years ahead with certainty. With the major fundraising need of the new Society Building met, a fundraising drive to support the education programmes will be needed to ensure that they remain free of charge to schools.

The Education Committee believes its remit should continue to be focussed on schools and the delivery of current programmes. Nevertheless there are wider audiences and many ways in which they can be reached. The diagram below sets out the inter-locking audiences we may wish to address.

The range and style of programmes currently delivered to primary and pre-schools is highly regarded by the receiving schools and needs no change, though we should continue to seek and respond to school feed-back to ensure they remain fresh and valued.



Secondary schools have presented a challenge in recent years. The current focus on performance in public examination to the exclusion of almost all else, leaves little time or teacher capacity to engage with the sort of enrichment activity that we can offer. Disappointingly the Agricultural Business Challenge for schools attracted only one entrant in 2015 and 2 in 2016, as a result of which it will be shelved in 2017. However, every effort should be made to revive this, with a bigger take-up from 2018. Engagement directly with Chairs of Governors and with the Local Authority (in respect to the schools they still control) may help but we shall need to articulate the benefit for a specific cohort of students (perhaps the Gifted and Talented programme) or relevance to a specific curriculum for example Business Studies or Careers) unless there is a significant shift in national policy to make more room for enrichment activity. We will also seek to assist schools' careers programmes by developing a list of farms/agricultural businesses who would volunteer time to present on employment opportunities in the sector.

We have offered little to the post-16 sector but the involvement of BCA, and more recently Lackham College, in the organisation and running of the Royal County of Berkshire Show is a step in the right direction. This should be sustained and if possible extended as it

represents an opportunity to bring new blood into the running of the Show, gives students valuable experiences and opportunities to build networks of future career benefit.

As part of our offer to members, alongside the regular programme of social events we will introduce events aimed at adding value to our farming/land-owning members, as was piloted by the well-received speaker event on the arguments for EU membership. This will extend our education offer beyond schools into the sphere of professional development. With limited capacity for independent development of such programmes, it is important that we leverage partnerships and associations such as our Participating Member status with Innovation for Agriculture, and further develop our links with the University of Reading and other research centres. A regular programme will be introduced of lectures, seminars and Knowledge Transfer sessions that bring together farmers, students and experts. Promotion of best practice and sharing of new ideas was an important element in the early days of agricultural shows and we have an opportunity to develop this aspect anew.

Farmers and rural businesses face a significant regulatory and training burden and as (mainly) small enterprises can find the expense steep while many generic courses (aspects of Health and Safety, First Aid, Food Hygiene etc) lack focus on the specific needs of the sector. By the end of the period of this plan we aim to introduce (in partnership, at least initially, with existing providers) bespoke courses, approved and validated by user groups that will benefit our members by: being targeted on the needs of the sector; utilising the facilities of the Showground; providing a critical mass that will reduce costs.

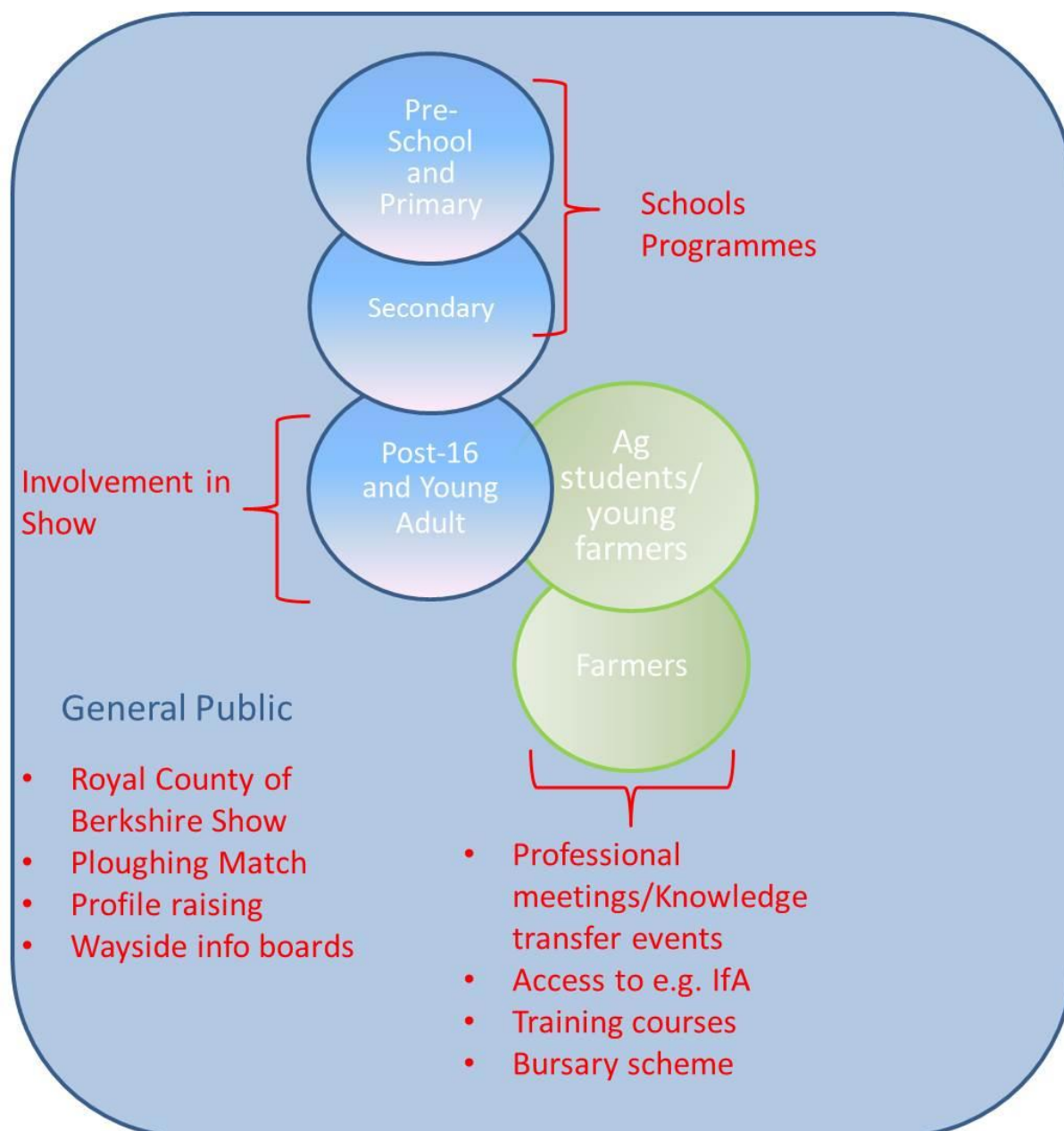
The bursary scheme will be refreshed and re-publicised, with an aim of assisting young professionals in the farming sector to enhance their professional understanding.

Our remit of educating and raising awareness among the general public will continue largely to be fulfilled through the Royal County of Berkshire Show and the Ploughing Match. However, we will also seek in our communications plan, especially our use of social media, to promote rural/agricultural issues. We are committed to keeping the agricultural element of the Show front and centre, fully aligned with our core purposes. The major investment in a building primarily for housing cattle at the Show is strong evidence of this and is supported by the creation of a new Food and Farming Zone for the 2016 Show. The 'Village green' area will continue to be developed as a focus for charities and local community activity with its own arena show-casing local groups, especially those with a focus on traditional and countryside activity.

Paid-for countryside skills course (hedge-laying, dry-stone walling etc) offer an opportunity both to further our aims and to generate income to support the schools programmes. These will be introduced in the latter part of this plan.

Working with the AONB we will investigate the possibility of raising public awareness of farming working collaboratively with environmentalists by sponsoring information boards where footpaths cross best-practice farms.

Delivery of education and awareness-raising to different audiences is summarised in the schematic below:



### Action and Performance Indicators (Education)

- Actions:
  - Commit to funding Education programmes at current level for duration of the plan.
  - Develop database of farming and land-based employers who will support schools' career programmes.
  - Continue to engage students from land-based college in running of the Show.
  - Refresh and re-publicise Bursary scheme
  - Programme of lectures, seminars and Knowledge transfer events established.
  - Begin programme of vocational/professional development etc courses for benefit of farming members.
  - Establish Food and Farming Zone at RCBS.
  - Introduce paid-for adult 'rural interest' courses.

- Performance Indicators (Education)
  - PI E1 Education budget brought in-line with main Society budget with commitment to fund current programmes for next 5 years.
  - PI E4 Land-based students engaged in Show.
  - PI E5 New bursary schemes agreed and publicised.
  - PI E6 Minimum of one professional event delivered.
  - PI E7 Professional events established and running with minimum of 3 events per annum.
  - PI E8 Programme of VQ/CPD etc courses in place and running.
  - PI E9 Food and Farming Zone established.
  - PI E10 Paid-for adult 'rural interest courses running.

Annexes:

- A. Charitable Purposes
- B. Outline Risk Register
- C. Governance Structure
- D. Meeting Schedule
- E. Current 5 Year Cash Flow Analysis
- F. Proposed Budgetary Structure
- G. Business Case Assumptions for Additional Lettings Income
- H. Planning Timeline of Actions and Performance Indicators

Enclosures:

1. Newbury & District Agricultural Society; Proposals for Structural Reform, a paper submitted to the Board of Management 26 June 2015 and subsequently to Shows Council
2. Terms of Reference for Committees:
  - Agricultural Committee
  - Communications Committee
  - Education Committee
  - Equine Committee
  - Show Attractions Committee
  - Showground Committee
  - Membership Committee

**The Charitable Objectives of the Newbury & District Agricultural Society (Charity Number 1009838)**

To promote, advance and improve for the public benefit agriculture, horticulture, forestry and rural crafts and skills in all their branches and forms and to encourage interest, skill and industry in agriculture, horticulture, forestry, rural crafts and skills and all trades, crafts, businesses, and professions connected therewith;

To promote advance and improve the education of the public in matters connected with agriculture, horticulture, forestry and rural crafts and skills;

To educate the public in the need to preserve the countryside and the wild life thereof for the public benefit including by the holding of shows for the exhibition of (livestock, farm produce, horticultural produce, machinery, implements, animal feed stuffs, fertilisers, seeds and other things appertaining to agriculture, for the encouragement of interest, skill and industry in agriculture, horticulture, forestry, rural crafts and skills and all trades, crafts, businesses and professions connected therewith and for the demonstration of techniques, crafts, skills, advances and educational materials and techniques connected with agriculture and the preservation of the countryside and in connection with such shows to judge and award prizes.

## Outline Risk Register

The Board of management recognises that the identification and management of risk is the foremost role of any trustee. Accordingly, an early task within this strategic plan will be further to develop this risk register which will then be reviewed on an ongoing basis and formally at least annually.

	Risk areas  Risk identified	Likelihood of occurrence  (score 1-5)	Severity of impact  (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
<p><b>Notes:</b></p> <p><b>1. The gross risk is arrived at by multiplying the likelihood of occurrence score by the severity of impact score</b></p> <p><b>2. The net risk is a qualitative assessment which puts the gross risk into context by taking account of the measures taken to mitigate the risk</b></p>									
R4	Doing business with a disreputable 3 <sup>rd</sup> party client and/or donor	2	4	8	Due diligence – use known/reputable firms, consult through ASAO. Care in agreeing lettings that hirers have sound reputation	Medium	CEO, Show Manager, Committees	CEO	
R5	Failure to manage publicity and external	2	3	6	Build relationships – especially local	Low	Communications Committee. Board. Careful procedures	CEO	

	Risk areas  Risk identified	Likelihood of occurrence  (score 1-5)	Severity of impact  (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
	relations				press.		at Show for Security, H&S etc		
<b>GOVERNANCE AND COMPLIANCE</b>									
G1	Inadequate governance resulting in poor decision-making	1	4	4	Constitution. Board carries out annual strategic review to ensure compliance. Competence matric in place and reviewed	Low	Review by Board	Chairman of Board/CEO	
G2	Inadequate Strategic planning	1	3	3	Annual review by Board	Low	Review by Board	Chairman of Board/CEO	
G3	Inadequate or incomplete management	1	4	4	Review by Board	Low	Review by Board	Chairman of Board/CEO	
G4	Powers exceeded and/or failure to comply with statutory or other requirements	1	3	3	Review by Board and Levels of Authority document in place.	Low	Review by Board	Chairman of Board/CEO	Formal 'levels of authority' document needed.



	Risk areas Risk identified	Likelihood of occurrence (score 1-5)	Severity of impact (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
G5	Breach of Data Protection Act	2	4	8	Society policy ; most sensitive data held on ShowBiz which is compliant with relevant standards	Low	Ongoing by CEO	CEO	Formal policy statement required
<b>FINANCIAL</b>									
F1	Fraud and/or Inadequate controls/record keeping	2	3	6	Financial/ Invoicing/Stock/ Tickets control procedures	Low	Annual review of procedures	Treasurer and CEO	
F3	Financial (under) performance	1	3	3	Budget & budgetary controls	Low	Plan/Budget and Forecast Circulate monthly bi-monthly	CEO, Treasurer and Financial Controller	Cash-flow forecasts to be developed over 2-5 year timeframe showing impact of various contingencies
F4	Debt Collection	2	1	2	Debtor control procedures	Low	Financial Reports	CEO	
F7	Failure of financial institutions holding cash deposits	1	5	5	Credit rating reports; spread of deposits	Low	Board, Treasurer	Treasurer	None at present; all deposits with major high street banks. Should future reserves position

	Risk areas Risk identified	Likelihood of occurrence (score 1-5)	Severity of impact (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
									allow investment then additional monitoring procedures and policies will be required
F9	Adverse changes in taxation/charitable status	1	2	2	Monitoring of charity policy statements	Low	CEO/Board	CEO	
F10	Overspend on major projects	2	4	8	Regular budget monitoring by Building committee. Adequate contingency funding allocated	Medium	Building Committee	Chairman of Building Committee	No current risk; Building completed within budget
F11	Failure to meet new building business case assumptions	2	4	8	Regular review by Board of income and expenditure figures for lettings	Medium	CEO/Board	CEO	
F12	Poor quality Show damages reputation with public, exhibitors or	1	4	4	Regular review of plans – especially where significant	Low	Board, Shows Council, Committees and	Show Manager	

	Risk areas Risk identified	Likelihood of occurrence (score 1-5)	Severity of impact (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
	traders leading to downturn in trade bookings or gate numbers				changes are to be made		sections		
F13	Poor weather impacts Show gate	2	4	8	Advance ticket sales  Continue to maintain internal roadways  Emergency Car Parks  Prepare to install trackway	Low		Show manager	
F14	Severe transport disruption impacts Show gate	2	4	8	Advance ticket sales  Continue to engage with WBC Highways	Low			
F15	Inadequate facilities lead to loss of business and	2	3	6	Marketing and business	Low	Feedback discussion with		

	Risk areas Risk identified	Likelihood of occurrence  (score 1-5)	Severity of impact  (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
	income				acceptance based on current facilities – generally well-received and with good level of repeat business.		clients.  Showground committee monitoring of site.		
F16	Loss of major lettings client	2	5	10	Maintain close relationship; react to concerns.	Medium	CEO/Lettings manager		Development of 'rolling' or multi-year contracts with principal repeat customers to reduce exposure for both sides
<b>PHYSICAL OR SYSTEMS DISASTER</b>									
P1	Emergency or other major disruption resulting in loss of facilities or other impact on continuity of business	3	4	12		Medium			Production of business continuity/disaster recovery plan.
P2	System failure results in disruption to activity	2	2	4	IT usage procedures;  Regular back-up  Retention of key data off-site on	Low			Confirm ShowBiz ISO compliance.

	Risk areas  Risk identified	Likelihood of occurrence  (score 1-5)	Severity of impact  (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
					'ShowBiz system				
P3	Misuse of system leads to legal action or introduction of viruses resulting in disruption to activity, inconvenience, damage to reputation, and/or data theft/corruption	1	3	3	IT usage procedures; firewalls/virus screening software	Low			IT use policy statement required.
<b>EMPLOYMENT OF STAFF</b>									
E1	Poor recruitment process leads to wrong staff appointed, breach of equality, diversity or disability rights legislation; damages reputation and may result in litigation	2	3	6	Follow guidance from HR consultants (Ellis Whittam); equality and diversity etc policies in place and followed	Low	Annual review of employee handbook, in consultation with EW	CEO/Board Chairman	Policies and handbooks being developed with EW
E2	Breach of employment legislation or other mishandling of a staff matter with financial	2	4	8	Follow guidance from HR consultants (EW); seek guidance for	Low	Annual review of employee handbook, in consultation with	CEO/Board Chairman	Policies and handbooks being developed with EW

	Risk areas  Risk identified	Likelihood of occurrence  (score 1-5)	Severity of impact  (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
	and/or reputational impact.				all potentially difficult issues		EW		
E3	Staff fail to perform to required standards resulting in reduced service levels and possible reputational risk	2	3	6	Careful recruitment policy;;  regular review of pay and conditions; staff properly led and managed; proactive training and development plan; appraisals	Low	Appraisal system; leadership and management of staff	CEO/Board Chairman	
E4	Health and Safety failure leads to staff injury or death/legislative action/damage to reputation/disruption to operations	3	3	9	H&S policy in place and reviewed; appropriate training; annual audit;	Medium	Annual H&S Audit  Annual review of policy		General Risk Assessment produced. Prioritised action plan in place.
<b>OWNERSHIP AND OPERATION OF BUILDINGS/FACILITIES</b>									
B1	Lack of planned maintenance results in serious deterioration of	3	3	9	Regular surveys and reviews; maintenance and	Low			Budgetary process to include consideration of maintenance, repair and

	Risk areas  Risk identified	Likelihood of occurrence  (score 1-5)	Severity of impact  (score 1-5)	Overall or "gross" risk	Control procedure	Retained or "net" risk	Monitoring process	Lead Responsibility	Further action required
	showground and facilities leading to reduced operations, loss of income, unbudgeted expenditure, damage to reputation				refurbishment plans reviewed and considered by Showground Committee				refurbishment needs.
B2	H&S or EH failure	3	3	9	H&S policy in place and reviewed; appropriate training; annual audit	Medium	Annual H&S Audit  Annual review of policy		Currently in process of development and review

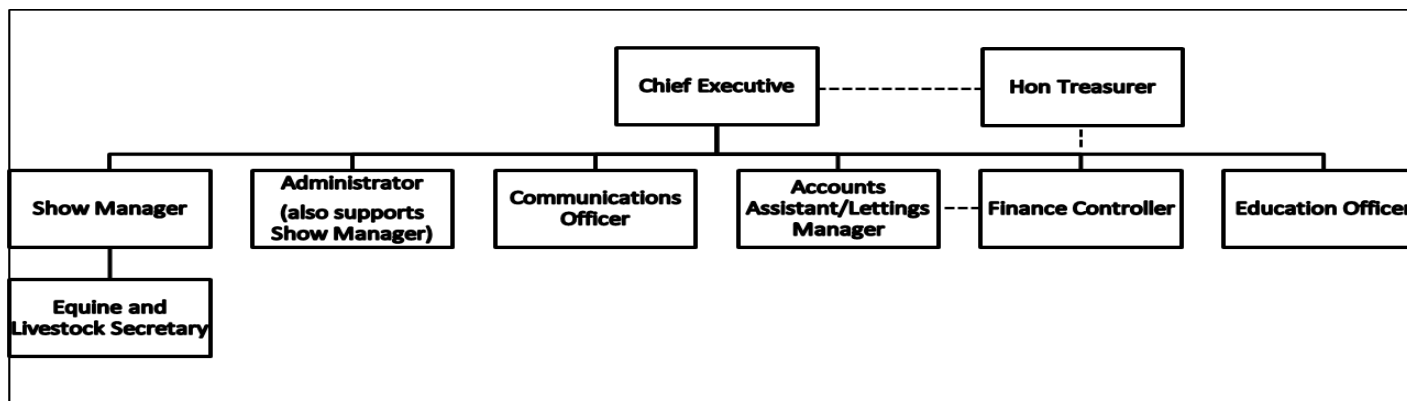
## Society Governance

### Board and Committee Structure

<b>Board of Management</b> Four Elected Members Chairman, Vice Chairman, Junior Vice Chairman of Shows Council Co-opted Members as necessary (currently one: Chairman of Society Building Committee) Non-voting: Immediate Past-Chairman of Shows Council; Chief Executive; Honorary Treasurer						
<b>Shows Council</b> The Board of Management (Above) The Chairmen, Vice-Chairmen and up to two other members of the Committees (below)						
Agriculture Committee	Communications Committee	Education Committee	Equine Committee	Membership Committee	Show Attractions Committee	Showground Committee
Sections: Ploughing Match Local Competitions Cattle Sheep Pigs Poultry Camelids Young Farmers			Sections: Heavy Horse Light Horse Show Jumping Coaching	Sections: Religious Events President's Enclosure Catering	Sections: Main Arena Country Area Food Fair Craft Tent Flower & Produce Tent Cookery theatre Vintage Area	Sections: Car Parks Toilets



Staff Structure



## NADAS Meeting Schedule

### AGM

Second Wed of Feb: Presentation of Accounts and Trustees Report, Election of Board Members (as necessary), Election of Society President and President Elect.

### Board Meetings

<b>Proposed Date</b>	<b>Primary Purpose</b>
First Wed of Jan	Receive Auditor's Report and Sign Accounts
Second Wed of Mar	Review of Strategic Messaging/Communications
Third Wed of May	Mid-year review of financial position
Second Wed of Jul	Show progress
First Wed of Sep	Annual strategic review; review of five-year plan; look ahead to next year
Fourth Wed of Nov	Agree Budget

### Shows Council

<b>Proposed Date</b>	<b>Primary Purpose</b>
Last Wed of Feb	Year ahead and outline plans for Show
First Wed of Jul	Confirm plans for Show
Third Wed of Oct	Wash-up Meeting; Election and change of Chairman, Vice Chairman, and Junior Vice Chairman

### Committee Meetings

To be set by Committee Chairmen but cognisant of Shows Council and Board dates so they can 'feed-in' as necessary for decisions/approvals/discussion.

### Alternative

If a change to year end – to 31 Dec - was agreed then the schedule would need to be adjusted accordingly, with the Board to accept the Auditors' report in the last week of Feb with the AGM in the second week of March.

## Current 5 Year Cash Flow Analysis

This analysis was completed in March/April 2015 as part of the development of the Society Building business case. It needs now to be revised and also to be modelled at various levels of fundraising achievement for the new building.

<b>Society projected cashflow 2014-2018</b>					
	2014 £'000	2015 £'000	2016 £'000	2017 £'000	2018 £'000
Cash balance b/fwd	999	964	1,287	618	667
Income	1,270	1,238	1,305	1,349	1,397
Income from donations for building	-	-	370	-	-
<b>Income</b>	<b>1,270</b>	<b>1,238</b>	<b>1,675</b>	<b>1,349</b>	<b>1,397</b>
<b>Expenditure</b>	<b>&lt;1,236&gt;</b>	<b>&lt;1,240&gt;</b>	<b>&lt;1,250&gt;</b>	<b>&lt;1,291&gt;</b>	<b>&lt;1,338&gt;</b>
Increase in debtors at year end	<14>	-	-	-	-
Decrease in creditors at year end	<67>	-	-	-	-
Add depreciation	27	27	30	30	30
Additions	<14>	<14>	<1,095>	<10>	<10>
Net cash outflow/inflow before finance	<b>&lt;35&gt;</b>	<b>11</b>	<b>&lt;640&gt;</b>	<b>78</b>	<b>79</b>
Finance					
Incoming loan income	-	312	-	-	-
Interest on loan	-	-	<14>	<13>	<13>
Capital repayments (over 15 years)	-	-	<15>	<16>	<16>
Cash carried forward to next period	<b>964</b>	<b>1,287</b>	<b>618</b>	<b>667</b>	<b>717</b>

No movement in debtors of creditors is budgeted from 2015 onwards as movements year on year are very small. There were movements in 2014 due to a one off event held in the first week of the financial year.

**Proposed Budgetary Structure** (Simplified version – sub-headings not shown)

Item	Total Allocation/ Cost/Income	Governance, Administration and General Running Costs	Royal County of Berkshire Show	Local Competitions	Ploughing Match	Member ship	Education	Lettings	New Building Development
<b>Income</b>									
Membership Fees									
Membership Event Charges									
Membership Merchandise Sales									
Ticket Sales									
Programmes & Catalogues									
Guest Badges									
Trade Stands									
Recharges									
Entry Fees									
Stabling fees									
Car Parking									
Sponsorship									
Catering									
Donations									
Lettings									
Bank/Investment interest									
Sundry Income									

Item	Total Allocation/ Cost/Income	Governance, Administration and General Running Costs	Royal County of Berkshire Show	Local Competitions	Ploughing Match	Member ship	Education	Lettings	New Building Development
<b>Expenditure</b>									
Staff Costs (Employed Staff)									
Contingency for Overtime									
Temp staff costs									
Recruitment costs									
Members/Social Events									
Society Merchandise									
Society Meetings									
Office Costs									
Insurance									
Professional etc fees									
Premises License									
Audit and Accountancy									
Bank Charges									
Staff Training & Development									
Affiliation fees & Subscriptions									
Other Office Expenses									
Catalogue/Schedule Printing									

Item	Total Allocation/ Cost/Income	Governance, Administration and General Running Costs	Royal County of Berkshire Show	Local Competitions	Ploughing Match	Member ship	Education	Lettings	New Building Development
Other Society Printing									
Show signage									
Tentage									
Grandstands									
Cattle Standings									
Hurdles and Pennings Hire									
Catering									
Electricity (Show)									
Plumbing (Show)									
Security & Safety									
Ticketing									
PA									
Traffic Management									
Gates and Parking									
Toilets - temporary & show cleaning									
Cleaning and waste management									
Other Show contract support									
Radio etc Communications									
Attractions									

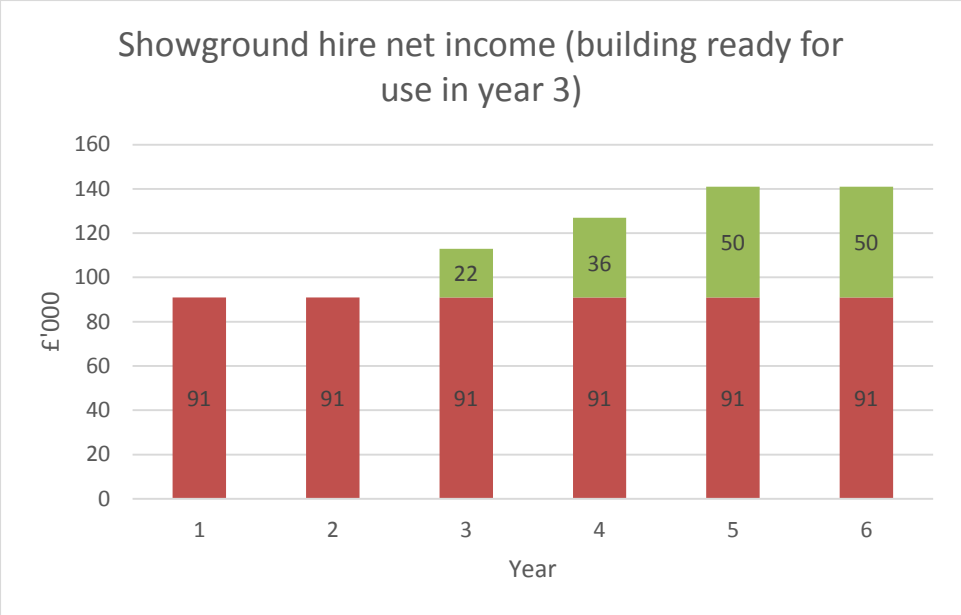
Item	Total Allocation/ Cost/Income	Governance, Administration and General Running Costs	Royal County of Berkshire Show	Local Competitions	Ploughing Match	Member ship	Education	Lettings	New Building Development
BSJA Affiliation and course building									
Prize Money									
Judges Expenses									
Engraving Cups									
Trophy shipping costs									
Rosettes									
Contract Grounds Management									
Routine refurbishment									
Planned Improvement									
Mach & Vehicle Maintenance									
Fuel									
Tools and Equipment									
Contract Labour									
Other Showground Contractors									
Plumbing (non- Show)									
Expenses re lettings									
Seed and Fertiliser									

Item	Total Allocation/ Cost/Income	Governance, Administration and General Running Costs	Royal County of Berkshire Show	Local Competitions	Ploughing Match	Member ship	Education	Lettings	New Building Development
Timber and Fencing									
Showground Development									
Showground depreciation									
Plant and machinery depreciation									
Rates									
Planning Fees									
Communications									
Education									



## Business Case Assumptions for Additional Lettings Income

<b>Showground hire projection</b>					
<b>2014-2018</b>					
<b>% Usage new facility</b>					
<b>Year</b>	<b>2014</b>	<b>2015</b>	<b>50%</b>	<b>75%</b>	<b>100%</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Established hire income</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>
<b>New hire income</b>					
Fairs lets	£5,000 per event		25	40	50
Summer lets	£8,000 per event		8	8	16
Catering concession			3	4	5
Dog shows	£1,500 per event		6	9	12
<b>Total new hire income</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>61</b>	<b>83</b>
<b>Total Income</b>	<b>106</b>	<b>106</b>	<b>148</b>	<b>167</b>	<b>189</b>
<b>Established hire expenditure</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>New building expenditure</b>					
Admin Staff			5	8	10
Rates			1	1	1
Rubbish			1	2	2
Electricity			1	2	2
Advertising			10	6	6
Insurance			1	1	1
Maintenance			1	1	1
Cleaning			2	2	3
Tentage (cost saving)			<14.5>	<14.5>	<14.5>
Groundsman			8	12	16
Water			1	1	1
Forgone Interest			4	4	4
			<b>20</b>	<b>24</b>	<b>33</b>
<b>Established hire net income</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>91</b>
<b>New hire net income</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>36</b>	<b>50</b>
<b>Total net contribution before finance costs</b>	<b>91</b>	<b>91</b>	<b>113</b>	<b>127</b>	<b>141</b>
Loan Interest 4.5%			14	13	13
<b>Net contribution new building after finance</b>	<b>91</b>	<b>91</b>	<b>99</b>	<b>114</b>	<b>129</b>



**Time Frame for Plan Development and Implementation**

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
	Develop	Implement	Review	Adjust	Sustain
Risk, Governance & Structure	<p>Develop and formally approve Risk Register</p> <p>Draft and agree committee Terms of Reference</p> <p>Implement revised committee structure</p> <p>Consider terms of office for committee chairmen</p> <p>Develop schedule of Board and Shows Council meetings</p> <p>Establish procedure for board to see all (formal) committee minutes/develop controlled sharing of documents.</p> <p>Review of all staff contracts, including seeking legal advice on our generic terms of employment.</p> <p>Put in place a pension scheme compatible with</p>	<p>Any proposals for change to Memorandum and Articles of Association as a result of consideration of Chairmen’s terms of office to be put to 2017 AGM</p> <p>Continuous review of Risk Register</p> <p>Develop schedule of (formal) Committee meetings to tie-in with Board and Shows Council</p> <p>Develop and publish a staff handbook</p> <p>Arrange trustee training at least every two years.</p> <p>Develop and implement a Volunteer Policy.</p> <p>Review, revise and re-issue Trustee Information Pack</p>	<p>PI R3: Risk Register Annual Review 2018</p>	<p>PI R4: Risk Register Annual Review 2019</p>	<p>PI R5: Risk Register Annual Review 2020</p>

	<p>mandated auto-enrolment.</p> <p>PI R1: Risk register completed and approved by Board</p> <p>PI G1: Revised structure agreed and in use.</p> <p>PI G3: A schedule of meetings established and in-use for Board and Shows Council: All meetings to have a key theme/purpose.</p> <p>PI G4 Controlled sharing of key documents implemented</p> <p>PI G7: Staff contracts reviewed; legal advice obtained.</p> <p>PI G8: Auto-enrolment compatible pension scheme in place.</p>	<p>PI R2: Risk Register Annual Review 2017</p> <p>PI G2: Changes agreed/rejected by AGM</p> <p>PI G5: A full schedule for all (formal) committees established and in use.</p> <p>PI G6: Staff handbook issued to all staff.</p> <p>PI G10: Trustee Training completed by all Trustees.</p> <p>PI G11: Volunteer Policy in place.</p> <p>PI G9: Trustees' Information Pack revised and reissued.</p>			
Finance and income Generation	<p>Revise financial model for the Society Building in conjunction with a revised 5 year cash flow analysis.</p> <p>Adopt clearer budgetary</p>	<p>Change the accounting reference date to 31 December to allow budget setting to take place October - December; adjust meeting schedules</p>	<p>Increase lettings income in line with Society Building business Plan.</p> <p>Devise and develop a</p>	<p>Increase lettings income in line with Society Building business Plan</p> <p>PI F9 Successful</p>	<p>Increase lettings income in line with Society Building business Plan.</p> <p>PI F7 Sponsorship</p>

	<p>and management accounting model that takes account of the income and expenditure of a wider range of activity that the Show and facilitates more active involvement of committees and sections in budget setting.</p> <p>Determine and articulate levels of financial authority.</p> <p>Include gain-share/commission provision in future Members' Enclosure catering contract.</p> <p>Increase lettings income in line with Society Building Business Plan</p> <p>PI F1 New 5-Year cash flow forecast completed, with building costs modelled at various levels of final fund-raising achievement.</p> <p>PI F4 Letters of financial delegation issued to key staff</p>	<p>accordingly.</p> <p>Conduct benchmarking exercise of membership costs and benefits.</p> <p>Review general public catering provision at the Show to ensure balance of income, value for money and food quality.</p> <p>Optimise use of the Members Enclosure facility before and after the Show.</p> <p>Benchmark Show (and other) sponsorship, investigate best practice and develop separate plan for sponsorship improvement.</p> <p>Increase lettings income in line with Society Building business Plan</p> <p>PI F2 Revised budgetary structure adopted; Committee chairmen and Section heads actively involved in budget setting.</p> <p>PI F3 Accounting Reference Date</p>	<p>fundraising campaign for education programmes</p> <p>PI F8 Lettings Income at or above level set in Business Case for the Society Building.</p>	<p>Fundraising campaign for Education</p>	<p>Income ahead of benchmark of similar shows</p>
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	<p>setting out authority to spend/commit the Society to expenditure.</p> <p>New Building Fundraising</p>	<p>changed to 31 December.</p> <p>PI F5 Review of membership costs and benefits completed, taking into account benchmarking against other shows/societies.</p> <p>PI F6 Sponsorship Plan agreed and being implemented</p> <p>Lettings Income incl building</p>	<p>Education Fundraising</p> <p>Sponsorship</p>		
Infrastructure	<p>Complete delivery of the Society Building.</p> <p>PI I1 Society Building completed and fully operational for the 2016 RCBS.</p> <p>PI I3 Annual informal survey by Showground Committee</p>	<p>Institute regular informal building maintenance survey.</p> <p>PI I3 Annual informal survey by Showground Committee</p>	<p>Commission a professional building survey. Develop and implement a rationalised water supply plan.</p> <p>PI I3 Annual informal survey by Showground Committee</p> <p>PI I4 Professional buildings survey completed</p>	<p>PI I3 Annual informal survey by Showground Committee</p> <p>PI I2 Water supply grid established and working.</p>	<p>Develop outline ideas for Chapman Building.</p> <p>PI I3 Annual informal survey by Showground Committee</p> <p>PI I5 Costed outline concept for development of Chapman Building produced.</p>
Communication	<p>Expand remit of Communications Committee to include all aspects of both internal and external</p>	<p>Communications Committee to review frequency, nature and method of communications with</p>	<p>PI C5 Accepted recommendations from Communications Committee review implemented.</p>		

	<p>communications.</p> <p>Appoint in-house Communications Officer</p> <p>Redesign websites and merge into single destination with distinct and identifiable threads.</p> <p>PI C1 New ToR for Communications Committee agreed, with remit widened.</p> <p>PI C2 Communications Officer employed.</p> <p>PI C3 Re-designed website launched.</p>	<p>members.</p> <p>Review and develop Social media presence.</p> <p>Mount a retrospective exhibition in West Berkshire Museum to promote the Society and the Show in its core locality</p> <p>Develop marketing strategy for letting the Showground</p> <p>PI C4 Communications Committee review of member communications complete and recommendations made to the Board</p> <p>PI C7 Museum exhibition successfully mounted.</p>	<p>PI C6 Strong social media presence established as part of our communications culture.</p> <p>PI C8 Effective marketing plan for Showground letting in place.</p>		
Education & Other Charitable Activity	<p>Commit to funding Education programmes at current level for duration of the plan.</p> <p>Continue to engage students from land-based college in running of the Show</p> <p>Establish Food and</p>	<p>Develop database of farming and land-based employers who will support schools' career programmes.</p> <p>Refresh and re-publicise Bursary scheme</p> <p>Programme of lectures,</p>	<p>Reintroduce the Agricultural Business Challenge for Secondary Schools</p> <p>PI E4 Land-based students engaged in Show.</p> <p>PI E7 Professional events established and</p>	<p>Introduce paid-for adult 'rural interest' courses</p> <p>PI E4 Land-based students engaged in Show.</p> <p>PI E10 Paid-for adult 'rural interest courses running.</p>	<p>Begin programme of vocational/professional development etc courses for benefit of farming members</p> <p>PI E4 Land-based students engaged in Show.</p> <p>PI E8 Programme of</p>

	<p>Farming Zone at RCBS.</p> <p>PI E4 Land-based students engaged in Show.</p> <p>PI E9 Food and Farming Zone established</p>	<p>seminars and Knowledge transfer events established.</p> <p>PI E1 Education budget brought in-line with main Society budget with commitment to fund current programmes for next 5 years</p> <p>PI E4 Land-based students engaged in Show.</p> <p>PI E5 New bursary schemes agreed and publicised.</p> <p>PI E6 Minimum of one professional event delivered.</p>	<p>running with minimum of 3 events per annum.</p>		<p>VQ/CPD etc courses in place and running.</p>
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Performance Indicators:

R = Risk

G = Governance and Structure

C = Communications

M = Membership

I = Infrastructure

F = Finance and Income Generation

E = Education and other Charitable Activity