



# Annual Report and Accounts 2016



**Country Trust**  
Where children learn and grow

**COMPANY REGISTRATION NUMBER : 6436266**

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE  
UNAUDITED FINANCIAL STATEMENTS  
FOR  
YEAR ENDED 31 DECEMBER 2016**

This version of our Annual Report and Accounts does not contain any signatures in order to prevent the risk of fraud if the signatures are copied.

**Charity Number : 1122103**



Edmund Carr LLP  
Chartered Accountants  
146 New London Road  
Chelmsford  
Essex  
CM2 0AW

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE  
FINANCIAL STATEMENTS  
YEAR ENDED 31 DECEMBER 2016**

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**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**COMPANY INFORMATION**

**YEAR ENDED 31 DECEMBER 2016**

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<b>Charity Number</b>	1122103																		
<b>Company Number</b>	6436266																		
<b>Registered Office</b>	Moulsham Mill, Parkway, Chelmsford, Essex, CM2 7PX																		
<b>President</b>	The Duke of Westminster KG CB CVO OBE TD CD DL (deceased 9 August 2016)																		
<b>Vice Presidents</b>	<table> <tr> <td>Sir Theodore Agnew DL</td><td>D Laing</td></tr> <tr> <td>Sir Henry Aubrey-Fletcher Bt</td><td>Hon. John Leigh-Pemberton</td></tr> <tr> <td>Sir Nicholas Bacon Bt</td><td>Hon. G E Lopes</td></tr> <tr> <td>Lord Boswell of Aynho</td><td>M Maclay DL</td></tr> <tr> <td>W Butterfield</td><td>H R Oliver-Bellasis FRAGS</td></tr> <tr> <td>Earl of Carnarvon</td><td>E P Serjeant</td></tr> <tr> <td>J M Carr-Ellison</td><td>J R Stanford</td></tr> <tr> <td>Lord Dear QPM</td><td>I N Tegner CA FRSA</td></tr> <tr> <td>W J Henderson DL</td><td>J Tice OBE DL</td></tr> </table>	Sir Theodore Agnew DL	D Laing	Sir Henry Aubrey-Fletcher Bt	Hon. John Leigh-Pemberton	Sir Nicholas Bacon Bt	Hon. G E Lopes	Lord Boswell of Aynho	M Maclay DL	W Butterfield	H R Oliver-Bellasis FRAGS	Earl of Carnarvon	E P Serjeant	J M Carr-Ellison	J R Stanford	Lord Dear QPM	I N Tegner CA FRSA	W J Henderson DL	J Tice OBE DL
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J M Carr-Ellison	J R Stanford																		
Lord Dear QPM	I N Tegner CA FRSA																		
W J Henderson DL	J Tice OBE DL																		
<b>The Trustees</b>	<p>The Trustees who served the charity during the year were as follows:</p> <p>T Fanshawe (Chairman)</p> <p>J Brown</p> <p>M A Bufton McCoy                      Appointed 23 March 2016</p> <p>J Coles</p> <p>T C M Fawcett</p> <p>N J Ford BA, MRICS</p> <p>G M H Mills DL</p> <p>J P Serjeant</p>																		
<b>Chief Executive</b>	J Attenborough																		
<b>Assistant Director</b>	D Thompson																		
<b>Bankers</b>	CAF Bank Ltd 25 Kings Hill Ave, Kings Hill, West Malling, Kent ME19																		
<b>Independent examiner</b>	Colin Barker FCA, Edmund Carr LLP 146 New London Road, Chelmsford, Essex, CM2 0AW																		
<b>Solicitors</b>	Wrigleys Solicitors LLP, 19 Cookridge Street, Leeds LS2 3AG																		

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' ANNUAL REPORT  
YEAR ENDED 31 DECEMBER 2016**

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**Reference and Administrative Details**

The Country Trust was founded in 1978 and is registered with the Charity Commission under Charity Number 1122103. The Board of Trustees, Board of Vice Presidents, Chief Executive Officer, senior staff members and professional advisers are on page 1.

**We were greatly saddened by the death of The Country Trust's President, the Duke of Westminster, on the 9th August 2016. We are very proud to have had his passionate and generous support for so many years.**

**Objectives and activities**

**Charitable objectives**

**Our vision:** Every child understands farming and the countryside, and how our food is produced through high quality learning experiences.

**Our mission:** To bring food, farming and the countryside alive for disadvantaged children, sharing knowledge, igniting curiosity and broadening horizons

**The children we work with**

The Country Trust's particular mission is to focus on those children least able to access the countryside, primarily children from areas of urban and rural deprivation, but also children with Special Educational Needs and Disabilities (SEN/D) and those facing other challenges that limit their opportunities. We help to address poverty of opportunity, bringing rich experiences - vital for building language, literacy, self-confidence and self-esteem - to children who lead limited and often chaotic lives. We focus on primary schools with a greater than average percentage of children from low income families, defined by their eligibility for Free School Meals (FSM) – the national average is 25.4% using the Ever6 measure.

One in five children live in poverty, which was defined as follows by the EU in 2004:

*Children living in relative poverty are excluded from the activities and opportunities (economic, social and cultural) that are the norm for other people.*

The impact of this exclusion is shockingly visible by the time children from the poorest families start school.

- They have already fallen behind in language acquisition, gaining less than half of the vocabulary of their more affluent peers
- They are twice as likely to be obese<sup>1</sup>
- They are twice as likely to have Special Educational Needs<sup>2</sup>
- They are three times as likely to have a mental health problem in their childhood years<sup>3</sup>

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1: <https://www.gov.uk/government/publications/childhood-obesity-a-plan-for-action> Aug 2016, updated Jan 2017

2: <https://www.jrf.org.uk/report/special-educational-needs-and-their-links-poverty> Feb 2016

3: <http://centreforum.org/publications/children-young-peoples-mental-health-state-nation/> April 2016



# THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE

## TRUSTEES' ANNUAL REPORT (continued)

### YEAR ENDED 31 DECEMBER 2016

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We bring communities together who would otherwise never meet. Almost half of all children from ethnic minorities live in low income households<sup>4</sup> and some of the areas where we work also coincide with the areas where ethnic minority children experience the highest levels of separation from the White British population. The Casey Review (*December 2016*) recommended that the government should work with school providers and local communities to promote more integrated schools and opportunities for pupils to mix with others from different backgrounds.

Head teachers and school governors are having to make very difficult decisions in the face of significant budget cuts as they strive to close the attainment gap for children from low income families, teach them how to live healthier lives, help them to feel safe and provide experiences and opportunities that they may not get at home. Much of our work is repeat business, with some schools having worked with us for a decade or more. However, we are also seeing growing demand as schools expand to absorb the sharp rise in the primary age population (94,000 extra pupils in 2015) and/or come together into Multi Academy Trusts.

#### **Our outcomes**

This is the difference we want to make across all our programmes:

- Children, their parent helpers and teachers are more knowledgeable and more aware of food, farming and the countryside
- More farmers are able to share their love and passion for what they do
- Children are more engaged with formal education as a result of increased 'real world' and interactive learning experiences
- Children are better able to make informed decisions about the food that they eat.
- Children feel more responsible for their own and the wider environment
- Children have more opportunities to develop and display non-cognitive skills, to experience patience, wonder and success
- Children feel more at home in the countryside and greenspace
- More teachers see the potential of countryside as a learning resource and feel more confident to use it to enhance their teaching

#### **Principal activities and review of achievements and performance for the year 2016**

We have embarked upon a period of major organisational change in the last two years, detailed in our Strategic Plan 2015-17. Our aim has been to increase the number of children we work with, whilst also focusing on the quality and impact of our activities and programmes, on strengthening our core - people, processes and practices - and on growing and broadening our income streams.

#### **Activities**

**“Most children from our school have never been to the countryside, the beach or seen real life animals. An experience not to be missed” Class teacher, Winston Way Primary School, London**

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4: <http://www.poverty.org.uk/06/index.shtml> 2011

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' ANNUAL REPORT (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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With the vital support of a network of around 300 farmers and landowners, a team of skilled Coordinators and supporting Volunteers, we help disadvantaged children to learn and grow through;

- day visits to real working farms - Farm Discovery
- residential visits to the countryside - Countryside Discovery
- yearlong programmes exploring every aspect of growing, cooking and even selling food - Food Discovery

**Farm Discovery visits (18,079 children visited real working farms and estates):**

**“Great to get up close to cows and understand the breeding and slaughtering process and how food goes onto our plate”. Teacher**

Over the years The Country Trust has worked hard to build a strong network of inspirational hosts, who every year, with our help, invite thousands of disadvantaged children onto their farms or estates for the day to share their passion for managing the land. Children are invited out of their classrooms, away from any social or academic constraints and shown the wider world. They see a wide variety of crops grown on a commercial scale, learning that farming is a business; they look at huge farm machinery up close and may be inspired at how farming has embraced the latest technology; they have the opportunity to interact with livestock (often a very memorable ‘first’ for the children); and discuss life cycles and food production. It is very important to us that children really enjoy their day too. On a Country Trust visit they are given the chance to ‘be’ in the countryside, to run in meadows, to roll down a hill, to smell the country air and hear birdsong.

***“I noticed that during the visit to Tiptree Farm, many children were in awe of the lack of buildings and stretch of the horizon! Many had not been in such a vast area before and this was a real eye opening experience”. Teacher, Hague Primary School.***

Not only does enjoyment enhance learning but many of the children will have chaotic and stressful home lives, and may not go on day trips or holidays. A brilliant day out on the farm helps to build a bank of great experiences and memories to draw on. We know that the opportunity to build positive relationships with new adults is also very valuable. Our Coordinators work closely with class teachers and hosts to ensure that the carefully planned interactive activities enhance classroom learning, allow the children to gain confidence in the countryside, give reluctant learners the chance to engage and give all children insight into an inspirational world which may have previously been unavailable to them. Almost every class we work with contains one or more children with Special Educational Needs and Disabilities (SEN/D) and we have successfully integrated children with severe physical disabilities, and significant behavioural and social needs into all our activities.

**“A lovely day for learners with autism and BESD. All staff involved were really good with the learners especially when they displayed challenging behaviour”.**

In Hampshire, slightly different funding arrangements enable us to provide farm and estate days for children throughout Hampshire, though we aim to prioritise opportunities for disadvantaged children. Countryside Days enable country estates to welcome larger numbers of children. We run Countryside Adventure Days specifically for SEN/D children.

# **THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES' ANNUAL REPORT (continued)**

### **YEAR ENDED 31 DECEMBER 2016**

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#### **Farm Discovery Visit Evaluation.**

We evaluated the feedback from 224 teachers who had undertaken Country Trust Farm Visits with their classes between January and July 2016.

All teachers believed that:

- Their children had enjoyed their Country Trust Experience.
- Their children had gained confidence in the outdoors and the countryside.
- The visit had given reluctant learners the opportunity to engage positively in their education.
- 96% of teachers agreed that the visit had helped children to reach a better understanding of where their food comes from.

#### **Countryside Discovery Residential visits (918 children went on 35 residentials)**

**“Children about to leave to go to secondary school have met and interacted with a whole range of new and unfamiliar adults – they’ve learnt about different landscapes, jobs and lives”. Teacher, Woolmore Primary School, London**

Our 2, 3 or 4 night Residential programmes to Norfolk, Suffolk or the Yorkshire Dales fully immerse disadvantaged children in all aspects of the working countryside. The time away allows the Coordinators to plan full, interactive days offering children the opportunity to explore our forests and beaches, investigate farms and river valleys, to meet amazing, passionate role models and to develop personal, academic and life skills. Children are encouraged to try brave, new things - to take responsibility for themselves, to have a go at exciting physical activities, to get close to animals, to interact with new people, to try new foods, to explore new landscapes a world away from their rooftop school playgrounds. We also ensure that they can just enjoy being children, eating and playing well together, and spending time outside in the fresh air. We have worked with many of our residential schools for more than a decade and understand the challenge they face in raising funds for the visit, and in persuading some parents to allow their children, particularly girls, to stay away from home. We raise funds to provide each school with a 25% subsidy.

#### **Country Trust Residential Visit Evaluation**

We evaluated the feedback from staff and pupils from 26 schools using a variety of pre and post visit tools to survey the impact of our residential visits in 2015-16.

It is clear that children who participate in our Country Trust Residentials really enjoy their experience.

- At least 50% of children rate the activities offered as “Off the scale - AMAZING” with sensory opportunities like pony trekking, cave and beach exploration, forest and campfire experiences scoring particularly highly.
- At least 33% of children on our residentials are visiting farms, forest and beach locations for the first time. This figure rises to 40% on our Suffolk residentials.

Teachers report that we address their pupils’ poverty of experience through the provision of opportunities for pupils to;

- Enrich and extend their vocabulary
- Develop and display non cognitive skills
- Develop self-confidence and pride in their success



**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' ANNUAL REPORT (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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*“When planned and implemented well, learning outside the classroom contributed significantly to raising standards and improving pupils’ personal, social and emotional development.”*

*Ofsted, Learning Outside the Classroom: how far should you go?, 2008*

*“I discovered how to make your friends into your little family”*

*“It is actually fun getting dirty”.*

Our findings were in line with those of the [Learning Away](#) Final Evaluation Report - a 7 year study into the effectiveness of residential published in 2015. The Country Trust was not part of the original study but is part of the ensuing campaign which launched in 2016 – Brilliant Residential.

**Food Discovery (1,113 children experienced Food Discovery)**

**“Seeing the less confident children engage and join in made my life as a teacher worthwhile”  
Teacher, Boothroyd Primary Academy**

Over the course of a school year, our Coordinators work closely with a class or year group, teaching them how to grow vegetables and herbs and how to cook cheap, healthy, delicious meals from the crops they are growing and other simple, nutritious ingredients. The children are given the opportunity to explore and taste new foods, to visit working farms to see food grown on a commercial scale, to hear from inspirational ‘Food Heroes’, to run a Playground Market selling their produce and finally to cook up a celebration Harvest Feast to share with family and friends. The immersive programme offers all children the opportunity to take ownership and to develop a sense of agency (*what I do makes a difference*), to learn how to be patient and to be part of a team, to put classroom learning into a real life setting, to challenge their expectations and to experience awe and wonder, pride and success. The Government’s recent obesity report<sup>5</sup> finds that obesity rates are highest for children from the most deprived areas, making it even more important that we take Food Discovery further into these areas, supporting teachers and parents to encourage children to understand their food, to feel confident about trying new tastes and textures and ultimately, to eat better. We recognise the need for the outcomes of our programme to extend into the home and encourage family members to volunteer and attend sessions, and for children to take their new cooking skills and recipes home. The Food Discovery programme makes growing, cooking and healthy eating accessible for all children, giving them the inspiration and confidence to make better choices. It gives schools the opportunity to meet new Ofsted health and wellbeing expectations, to enhance classroom based learning and to engage in an exciting new way with pupils and their families. In September 2016 we embarked on our first Food Discovery programme with a specialist SEN/D school in Norwich, and piloted sessions for parents. Thanks to funding from the Postcode Community Trust we were able to organise and fund coach transport for families enabling over 90 adults and children from two of our Food Discovery schools to experience Open Farm Sunday on farms close to Birmingham, about a third visiting the British countryside for the first time.

**Country Trust Food Discovery Evaluation**

In 2015-16 we ran full Food Discovery Projects in 15 schools (788 pupils) in areas of disadvantage, comparing baseline questionnaires for teachers and pupils with feedback gathered at the end of the year.

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5: Government’s Childhood Obesity Plan for Action August 2016

# THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE

## TRUSTEES' ANNUAL REPORT (continued)

### YEAR ENDED 31 DECEMBER 2016

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Teachers' evaluations of the impact of the projects included high ratings for:

- Growth in pupil confidence and self-esteem
- Improved speaking and listening skills
- Improved motivation and engagement with school life
- Improving attitudes towards school attendance

The contribution towards lifelong learning is also high:

- 77% of children went on to cook one or more recipes at home
- 61% said that they particularly enjoyed tasting new foods, *( a huge step for some children who really fear new tastes and textures and have very limited diets as a result)*
- At least 60% of children are confident that they could grow something at home.

With careful collaboration with class teachers, Food Discovery sessions can bring classroom learning to life. Children overcome fears and develop the invaluable life skill of resilience.

**“I really like putting my hands in the soil now”**

Food Discovery offers children the chance to experience the wonder of the natural world first-hand and find out how their actions can alter it. This results in a greater sense of agency and a greater sense of responsibility towards their own and the wider environment.

**“Look! We planted the rocket seeds in a row, and they’ve come up in a row!”**

## IT

We have consolidated our use of cloud-based document storage and sharing, and now have a fledgling intranet. We are very grateful to have received over £1,000 of software donations from Microsoft through tt-exchange, and to have received extraordinary expert support from our Volunteer IT Consultant Martin Stevens for systems development, cyber security as well as individual IT support.

## Exceptional developments

In 2016 we were delighted to receive the second of three substantial and transformational grants towards the development of our charity from the Westminster Foundation: this has enabled the creation of a small central team which includes a Finance Manager, a Fundraising Manager, and a Head of Marketing and Communications, all part time roles. Significant progress has been made, including the following:

- Income rose by 30%.
- A new website was launched with up-to-date, mobile friendly and engaging content, with an integrated online donation platform, and an easy way for potential schools and hosts to contact us.
- Clear communications planning to share our stories with our supporters through national, regional and social media
- Improved provision of financial management information

We also received the first of two significant grants from the John Ellerman Foundation enabling us to make significant progress in leadership, communication and evaluation, key pillars of organisational development.

# **THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES' ANNUAL REPORT (continued)**

### **YEAR ENDED 31 DECEMBER 2016**

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#### **Volunteers**

The Country Trust relies heavily on the support and dedication of volunteers: as hosts for visits, supporting Country Trust visits and activities, and providing expert support and guidance to staff. The Charity is fortunate to have the support of over 900 such volunteers who collectively donated in the region of 11,000 hours in 2016. The Board of Trustees would like to take this opportunity to thank all the volunteers for their commitment and support, without which the Trust could not accomplish its work.

#### **Partnerships**

We were very pleased to be part of the launch of Countryside Classroom, and to continue to be part of its core partner group. The CEO also takes part in the Access to Farms Network and instigated the sharing of organisational strategy at each meeting. The Country Trust is part of the HLF funded landscape partnership focused on the Norfolk Broads, and was part of a programme raising the profile of the Clwydian Range and Dee valley area AONB in North Wales, in both instances contributing our expertise in engaging children from disadvantaged backgrounds. The Country Trust supported a residential weekend in Yorkshire in partnership with West Yorkshire Police's Citizenship programme.

#### **Fundraising performance**

Income increased from £537,311 to £699,311 of which 25% was unrestricted. A further £151,126 of income received in 2016 was deferred to 2017 for activity taking place in the second half of the academic year.

#### **Financial Review**

An important focus for the year was to complete the task of rebuilding The Charity's reserves. Reserves rose from £142,980 to £222,650. Unrestricted reserves rose from £85,791 to £160,821. Expenditure was carefully monitored and controlled and rose from £496,119 to £619,641.

Financial management consists of the monthly preparation of management accounts that are distributed to all Trustees for review. CEO or Assistant Director authorisation is required for all payments; all payments made by the Charity over £5,000 require dual authorisation with an authorised Trustee signatory. Following a successful full audit in 2015 (beyond the statutory requirement) the Trustees have opted for an Independent Examination for 2016.

Whilst the Charity considers that sound management, strong central administration, and adequate capacity to fundraise and raise the profile of the Country Trust fundamentally underpin successful delivery of the Charity's objectives, it continues to strive for a lean and efficient operation.

#### **Reserves policy**

The Charity's reserves policy is to have unrestricted funds available for three months' operating costs. This would indicate a reserves level of approximately £155,000. At the end of 2016 the unrestricted reserve level was £160,821, up from £85,791. The Charity is very pleased to report that after two years of hard work, unrestricted reserves are now, once again, in line with our reserves policy.

# THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE

## TRUSTEES' ANNUAL REPORT (continued)

### YEAR ENDED 31 DECEMBER 2016

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#### Principal funding sources

The Charity continues to derive the majority of its funding from grant making trusts, with a significant proportion also earned from schools in the delivery of services such as Food Discovery and in the contributions received from schools towards their Residential visits. A target within the Strategic Plan is to increase the percentage of funding committed for more than one year, in order to support longer term planning. Whilst the target of 20% was achieved in 2015, no further longer term funding commitments were secured in 2016, though many requests were made.

We would like to acknowledge the support received from all our funders, but mention specifically Aldgate and Allhallows Foundation, Sir John Cass Foundation, The Dulverton Trust, John Ellerman Foundation, The Eranda Rothschild Foundation, Garfield Weston Foundation, Lance Coates Charitable Trust, Postcode Community Trust, Westminster Foundation and Yorkshire Agricultural Society.

Encouraging progress was made towards establishing corporate partnerships, with pilots underway with BASF, Caterlink and Openfield. The Trustees would particularly like to thank the Charity's Vice Presidents for their support in identifying and making introductions to potential new funding sources.

#### Fundraising practice

The Trustees take their responsibilities with regard to proper fundraising practice very seriously and continue to consider the implications of the review of fundraising self-regulation published in September 2015 and have read the Charity Commission's *Guidance on Charities and Fundraising Practice (CC20 updated in 2016)*. As a small charity, and one which currently operates very little public facing fundraising, the Country Trust is not registered with the Fundraising Regulator. However, the Charity complies with the (updated) Code of Fundraising Practice, and fundraising activity is included within the Trust's Risk Register, which is reviewed at each Board meeting; senior staff directly involved with fundraising are present at every Board meeting.

#### Plans for the future

In 2017 our focus will be on developing sustainable funding in preparation for the end of two major development grants, and on preparing to grow both the depth and reach of our work. 2017 marks the final year of our Strategic Plan Period; we will be working with staff, sessional staff, funders, hosts, and our beneficiaries to shape our new Strategic Plan 2018-20.

- We will broaden our income base in 2017, working to a fundraising plan focused on the sustainable development of the Country Trust, and including new corporate partnerships and our first fundraising 'campaign'.
- We will once again gather and publish feedback from all our programmes, building on the successful evaluation undertaken in 2016. For the first time we intend to gather feedback from our farmer hosts, and also pilot a case study approach with individual children. Our goal is to improve continually the quality, relevance and impact of our work.
- We will continue to contribute to initiatives and partnerships within our sector, in order to make the importance of food, farming and countryside education more visible and audible.
- We will work creatively with organisations within and outside of our sector in order to minimise duplication and bring positive benefit to more disadvantaged children.

# **THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES' ANNUAL REPORT (continued)**

### **YEAR ENDED 31 DECEMBER 2016**

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Our operating environment is constantly changing; in 2017 we will need to pay particular attention to the following challenges and opportunities:

- Farmers facing volatile incomes and an uncertain future post Brexit
- Schools facing increasing pupil numbers and class sizes, increasing Ofsted requirements, and significant budget cuts
- The rise of Multi Academy Trusts
- An increasing concern for children's mental health, as well as their physical wellbeing and educational attainment

### **Structure, Governance and Management**

#### **Structure**

On the 23<sup>rd</sup> November 2007 the Country Trust was incorporated; it became a company limited by guarantee and not having share capital. On the 1<sup>st</sup> January 2008, the Charity commenced trading as an incorporated Charity. The Company number is 6436266 and the registered address is shown on page 1.

#### **Governing document**

The Charity is governed by the Memorandum and Articles of Association of the Country Trust Ltd.

#### **Governing Body**

The structure of the Charity consists of a Board of Trustees, a Chief Executive supported by a Senior Leadership Team, and a non-executive board of Vice Presidents. The Board of Trustees is a self-appointing body. The Chief Executive reports directly to the Chair of Trustees and is responsible for the day-to-day running of the Charity. The Board of Vice Presidents has no executive power; it operates as an advisory, networking and fundraising resource.

#### **Recruitment and training of Trustees**

Trustees are recruited as and when required through personal recommendation and through the recommendation of third party advisors according to the Board's specifications concerning eligibility, personal competence, and specialist skills. Potential candidates are invited to apply and are interviewed by the Chairman and at least one other Trustee. Successful applicants are co-opted to join the Board until their appointment is confirmed. Training and induction for Trustees is in development.

#### **Organisational management**

The Charity's Trustees are legally responsible for the overall management and control of the Charity. The Board of Trustees meets four times a year to discuss and implement strategic issues, monitor income and expenditure, monitor risk, review and approve policies and approve annual budgets. The day to day running of the Charity is delegated to the Chief Executive, who is supported by the Assistant Director, Senior Leadership Team, staff and sessional staff, and reports to the Board monthly and quarterly.

The Country Trust Hampshire is managed as part of The Country Trust.

# THE COUNTRY TRUST COMPANY LIMITED BY GUARANTEE

## TRUSTEES' ANNUAL REPORT (continued)

### YEAR ENDED 31 DECEMBER 2016

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#### Risk management

The Board of Trustees is responsible for the management of risks associated with the activities of the Charity. The Board refers to the Charity's Risk Register at each meeting. The Risk Register is prepared and updated by the Chief Executive. Risk Assessments are prepared by staff and self-employed sessional contractors for all activities led by the Charity. The Charity receives the help of professional advisors for risks associated with health and safety, safeguarding and employment practice.

The Board of Trustees also has in place key controls for use by the Charity, such as formal agendas for meetings, comprehensive strategic planning and monthly management accounting, established lines of reporting, formal written policies, clear authorisation levels for all payments and a safeguarding policy which provides guidance for all on best safe practice for adults within an organisation working with children.

#### Strategy

A Strategic Plan 2015-17 was approved by the Board of Trustees in December 2014. The plan charts a course through consolidation to growth. The Country Trust aims to:

- Offer **more, relevant, high quality, educational experiences**, safely and consistently.
- Develop a **sustainable and diverse funding base** of active and well-informed supporters.
- **Strengthen the infrastructure** of our organisation and **improve the evaluation of our outcomes**.
- **Forge powerful partnerships** that greatly extend our capacity to meet our objectives.
- **Influence** the educational, political and social landscape to support our vision.

#### How the Charity's activities deliver public benefit

The Trustees are confident that the activities of the Trust fulfil the requirements set out in the Charity Commission's guidance on Charities and Public Benefit, to which they have had due regard. Most of the Charity's activities focus on the education of children experiencing disadvantage, whether economic, social or educational and are undertaken to further the charitable objectives of the Trust for the public benefit.

#### Statement of compliance with prevailing laws and regulations

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

Approved by the Board of Trustees on 28 March 2017 and signed on its behalf by:

**T FANSHAW**  
Chairman of the Board of Trustees

**J SERJEANT ACA**  
Trustee



**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES**

**YEAR ENDED 31 DECEMBER 2016**

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I report on the accounts of the company for the year ended 31 December 2016 which are set out on pages 13 to 23.

**Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants of England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

**Basis of independent examiner's report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Colin Andrew Barker FCA**  
146 New London Road  
Chelmsford  
Essex  
CM2 0AW

6 April 2017

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND  
EXPENDITURE ACCOUNT)**

**YEAR ENDED 31 DECEMBER 2016**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
<b>Income from:</b>					
Donations, grants and legacies	2	173,694	368,408	542,102	406,598
Charitable activities:					
Educational visits and activities	4	-	156,481	156,481	130,111
Investments	3	728	-	728	602
<b>Total income</b>		<u>174,422</u>	<u>524,889</u>	<u>699,311</u>	<u>537,311</u>
<b>Expenditure on:</b>					
Charitable activities:					
Educational visits and activities	5	96,273	523,368	619,641	496,119
<b>Total expenditure</b>		<u>96,273</u>	<u>523,368</u>	<u>619,641</u>	<u>496,119</u>
<b>NET INCOME/(EXPENDITURE)</b>		78,149	1,521	79,670	41,192
<b>Transfers between funds</b>		<u>( 3,119)</u>	<u>3,119</u>	<u>-</u>	<u>-</u>
<b>NET MOVEMENT IN FUNDS</b>		75,030	4,640	79,670	41,192
<b>Reconciliation of funds:</b>					
Balances brought forward		85,791	57,189	142,980	101,788
Balances carried forward		<u>160,821</u>	<u>61,829</u>	<u>222,650</u>	<u>142,980</u>

The charity has no recognised gains or losses other than the results for the period as set out above.

**The notes on pages 16 to 23 form part of these financial statements.**

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET  
AS AT 31 DECEMBER 2016**

		<b>2016</b>		<b>2015</b>	
	<b>Note</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>					
Tangible assets	<b>11</b>		1,884		2,111
<b>CURRENT ASSETS</b>					
Debtors	<b>12</b>	23,298		45,819	
Cash at bank		<u>373,371</u>		<u>325,383</u>	
		396,669		371,202	
<b>CREDITORS: Amounts falling due within one year</b>	<b>13</b>	<u>(175,903)</u>		<u>(230,333)</u>	
<b>NET CURRENT ASSETS</b>			220,766		140,869
<b>TOTAL ASSETS LESS CURRENT LIABILITIES / NET ASSETS</b>			<u><u>222,650</u></u>		<u><u>142,980</u></u>
<b>FUNDS</b>					
Unrestricted funds			160,821		85,791
Restricted funds	<b>14</b>		61,829		57,189
<b>TOTAL CHARITY FUNDS</b>			<u><u>222,650</u></u>		<u><u>142,980</u></u>

For the financial year ending 31 December 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees, and authorised for issue on 28 March 2017 and signed on their behalf by:

**T FANSHAWE**  
Chairman of the Board of Trustees

**J SERJEANT ACA**  
Trustee

Company Registration Number: 6436266

**The notes on pages 16 to 23 form part of these financial statements.**

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE  
CASH FLOW STATEMENT  
YEAR ENDED 31 DECEMBER 2016**

	Note	2016 £	2015 £
<b>Cash flows from operating activities</b>			
Net cash income/(expenditure)		79,670	41,192
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	11	609	315
Interest receivable	3	(728)	(602)
		<u>79,551</u>	<u>40,905</u>
<b>Working capital adjustments</b>			
(Increase) / decrease in debtors	12	22,521	(33,269)
Increase / (decrease) in creditors	13	(403)	14,213
Increase / (decrease) in deferred income	13	(54,027)	192,152
<b>Net cash flows from operating activities</b>		<u>47,642</u>	<u>214,001</u>
<b>Cash flows from investing activities:</b>			
Interest receivable	3	728	602
Purchase of tangible fixed assets	11	(382)	(2,333)
<b>Cash provided by (used in) investing activities</b>		<u>346</u>	<u>(1,731)</u>
Increase / (decrease) in cash and cash equivalents in the year		47,988	212,270
Cash and cash equivalents at the beginning of the year		325,383	113,113
<b>Total cash and cash equivalents at the end of the year</b>		<u><u>373,371</u></u>	<u><u>325,383</u></u>

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 DECEMBER 2016**

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**1. ACCOUNTING POLICIES**

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The financial statements cover the 12 month period to 31 December 2016, are presented in pound sterling and are rounded to the nearest £. The charity is a private, charitable company registered in England and the registered address is shown on page 1.

**First time adoption of FRS 102**

The Association transitioned to FRS 102 on 1 January 2015, being the first day of the comparative period. No transitional adjustments were required on adoption of FRS 102.

**Going concern**

The financial statements have been prepared on a going concern basis.

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

**Income**

**Donations, grants and legacies**

All donated income and grants receivable are included in income on receipt except where the donor requires that the sum is to be treated as income in future accounting periods, in which case it is deferred.

Where a donor has specified that a donation should be used for a particular purpose this is treated as restricted income.

**Charitable Activities**

Income from charitable activities arises from educational visits and activities where schools or other partners fund all or a proportion of the costs incurred.

**Deferred Income**

Deferred income represents grants and service fees received in respect of visits and activities taking place after the year end. It also represents unrestricted income where that income relates to future periods.

**Investment Income**

Interest received is accounted for when the interest is credited on the Bank deposit accounts.

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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**1. ACCOUNTING POLICIES (continued)**

**Expenditure**

**Charitable Activities**

Charitable activities comprise costs incurred in carrying out educational visits and activities to farms, estates and the wider countryside, and in schools.

All expenditure is accounted for on an accruals basis and includes VAT as the charity is not VAT registered. Governance costs are associated with the governance arrangements of the charity.

Where expenditure is apportioned between charitable activities and support costs, this is done based on the portion that is applicable to the direct provision of educational visits and activities or the administration of the charity. In the case of staff costs, this is based on the time spent on charitable activities or administration.

**Debtors and creditors**

Trade and other debtors are recognised at the settlement amount due. Creditors are recognised at their settlement amount.

**Cash and cash equivalents**

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

**Fixed Assets and Depreciation**

Fixed assets are shown at historical cost.

Depreciation is calculated so as to write off the cost of an asset over its useful economic life by the reducing balance method:

Computer equipment & software	25%
Office equipment	25%

**Fund Accounting**

The unrestricted funds consist of funds which the charity may use for its purpose at its discretion.

The restricted funds are those where the donor has imposed restriction on the use of the funds. Details of the funds and the restrictions are shown under note 14.



**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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**2. DONATIONS, GRANTS AND LEGACIES**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
Charitable Trusts and grant making bodies	145,747	313,048	458,795	323,734
Donations	27,947	55,360	83,307	82,864
	<u>173,694</u>	<u>368,408</u>	<u>542,102</u>	<u>406,598</u>

**3. INVESTMENT INCOME**

All of the charity's investment income arises from interest bearing deposit accounts.

**4. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
Countryside Discovery Residential Visits	-	106,684	106,684	85,886
Food Discovery	-	44,443	44,443	35,106
Farm Visits	-	5,354	5,354	9,119
	<u>-</u>	<u>156,481</u>	<u>156,481</u>	<u>130,111</u>

**THE COUNTRY TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**YEAR ENDED 31 DECEMBER 2016**

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**5. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
Programmes - Transport	-	45,296	45,296	34,339
Programmes - Accommodation	-	81,132	81,132	65,788
Expenses relating to visits and activities	-	25,226	25,226	25,293
Self-employed contractors	2,192	172,765	174,957	126,771
Wages, salaries and NI	-	33,858	33,858	46,647
Staff mileage, accommodation and expenses	-	36,487	36,487	23,883
Volunteer mileage, accommodation and expenses	-	1,288	1,288	1,071
Support costs ( <b>note 6</b> )	91,681	127,316	218,997	168,367
Governance costs ( <b>note 7</b> )	2,400	-	2,400	3,960
	<u>96,273</u>	<u>523,368</u>	<u>619,641</u>	<u>496,119</u>

**6. ANALYSIS OF SUPPORT COSTS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
Salaries, national insurance and pensions	82,748	65,279	148,027	107,355
Staff mileage, accommodation and expenses	3,444	3,312	6,756	8,609
Volunteer mileage, accommodation and expenses	107	-	107	40
Office costs	1,122	21,902	23,024	23,154
Computer and website costs	411	4,964	5,375	1,535
Advertising and publicity	38	17,771	17,809	4,729
Insurance	1,400	1,180	2,580	2,137
Recruitment and training	610	784	1,394	3,380
Subscriptions and sundry costs	605	535	1,140	185
Bank charges	140	-	140	14
Legal and professional fees	-	700	700	9,279
Annual meeting and report	-	10,889	10,889	7,315
Trustee expenses	447	-	447	320
Depreciation and disposal of fixed assets	609	-	609	315
	<u>91,681</u>	<u>127,316</u>	<u>218,997</u>	<u>168,367</u>

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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**7. GOVERNANCE COSTS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
Accounts preparation	1,000	-	1,000	1,000
Independent examination fee	1,400	-	1,400	-
Audit fee	-	-	-	2,960
Fees payable to independent examiner / auditor	<u>2,400</u>	<u>-</u>	<u>2,400</u>	<u>3,960</u>

**8. NET INCOME FOR THE YEAR**

	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
This is stated after charging:		
Depreciation	609	315
Fees payable to independent examiner	2,400	-
Fees payable to auditor	<u>-</u>	<u>3,960</u>

**9. ANALYSIS OF STAFF COSTS**

<b>Total staff costs were as follows:</b>	<b>2016 £</b>	<b>2015 £</b>
Wages & salaries	167,620	143,211
Social security costs	13,158	10,791
Defined contribution pension costs	1,107	-
	<u>181,885</u>	<u>154,002</u>

No employee received remuneration of more than £60,000 during the period.

None of the Trustees were paid any remuneration by the charity during the period.

Trustees are reimbursed reasonable expenses incurred when acting on behalf of the company.  
Expenses totalling £132 (2015: £91) were reimbursed to 1 Trustee during the period for travel costs incurred.

The remuneration benefits of key management personnel of the charity total £54,416 (2015: £42,000).

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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**10. STAFF NUMBERS**

The average number of employees during the year, calculated on the basis of full-time equivalents, was 4.9 (2015: 3.8) staff.

The average monthly head count, including part time staff, was 7.0 staff (2015: 6.3) and analysed by function was as follows:

	<b>2016 Number</b>	<b>2015 Number</b>
Charitable activities	2.0	3.3
Support and administration	5.0	3.0
	<u>7.0</u>	<u>6.3</u>

**11. TANGIBLE FIXED ASSETS**

	<b>Computer equipment &amp; software £</b>	<b>Office equipment £</b>	<b>Total £</b>
<b>COST</b>			
As at 1 January 2016	1,631	1,982	3,613
Additions	382	-	382
<b>At 31 December 2016</b>	<u>2,013</u>	<u>1,982</u>	<u>3,995</u>
<b>DEPRECIATION</b>			
As at 1 January 2016	238	1,264	1,502
Charge for the period	430	179	609
<b>At 31 December 2016</b>	<u>668</u>	<u>1,443</u>	<u>2,111</u>
<b>NET BOOK VALUE</b>			
<b>At 31 December 2016</b>	<u>1,345</u>	<u>539</u>	<u>1,884</u>
As at 1 January 2016	<u>1,393</u>	<u>718</u>	<u>2,111</u>

**12. DEBTORS**

	<b>2016 £</b>	<b>2015 £</b>
Trade debtors	7,495	27,134
Prepayments and accrued income	15,803	18,685
	<u>23,298</u>	<u>45,819</u>

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**YEAR ENDED 31 DECEMBER 2016**

**13. CREDITORS: Amounts falling due within one year**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Trade creditors	12,029	12,564
Accruals	6,204	9,938
Deferred income	151,126	205,153
Taxes and social security	6,167	2,678
Other creditors	377	-
	<b>175,903</b>	<b>230,333</b>

Deferred income relates to grants and service fees received in respect of visits and activities that took place after the year end as well as ongoing core costs that were incurred after the year end. All deferred income brought forward was released in the current year.

**14. RESTRICTED FUNDS**

	<b>Balance at</b>	<b>Movement in resources:</b>			<b>Balance at</b>
	<b>01/01/2016</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Transfers</b>	<b>31/12/2016</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
a) Residential	-	152,064	(146,658)	(5,085)	321
b) Food discovery	1,624	107,230	(72,205)	(9,381)	27,268
c) Farm visits	-	97,614	(121,214)	23,600	-
d) Country Trust Hampshire*	28,319	49,813	(53,244)	(6,015)	18,873
e) Duke of Westminster	27,246	118,168	(130,047)	-	15,367
	<b>57,189</b>	<b>524,889</b>	<b>(523,368)</b>	<b>3,119</b>	<b>61,829</b>

\*formerly known as Hampshire Country Learning

- a) Funds to subsidise the cost of Countryside Discovery Residential visits enabling disadvantaged primary age children to experience food, farming and the countryside.
- b) Funds for teaching disadvantaged primary school children to grow and cook fresh produce, to explore local farms, run playground markets and a harvest feast, and also to train teachers in relevant elements of Learning Outside the Classroom.
- c) Funds relating to the provision of Farm and Countryside Discovery educational day visits bringing the working countryside to life for primary school children from disadvantaged areas.
- d) Provides for Farm and Countryside Discovery educational visits for primary school children to working farms and estates specifically in Hampshire and the surrounding counties.
- e) Funds provided by the Westminster Foundation for the provision of a small central team supporting the development of the charity.

The transfers to restricted funds represent amounts transferred from unrestricted funds to eliminate year end deficits on restricted funds. Transfers to unrestricted funds represent a portion of staff time in relevant areas of the business being for central costs where specifically identified in funding applications and budgets.

**THE COUNTRY TRUST  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**YEAR ENDED 31 DECEMBER 2016**

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**15. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)**

	<b>Tangible fixed assets £</b>	<b>Other net assets £</b>	<b>Total £</b>
Restricted	-	61,829	61,829
Unrestricted	1,884	158,937	160,821
	<u>1,884</u>	<u>220,766</u>	<u>222,650</u>

**16. RELATED PARTY TRANSACTIONS**

There were no related party transactions during the year.

**17. COMPANY LIMITED BY GUARANTEE**

Every member of the company undertakes to contribute to the assets of the Company in the event of the same being wound up during the time he/she is a member, or within one year afterwards, for the payments of the debts and liabilities of the company contracted before the time at which he/she ceases to be a member and of the costs, charges and expenses of winding up the same, and for the adjustments of the rights of the contributors among themselves such amount as may be required not exceeding one pound.