

# NORMAN GARON TRUST

England & Wales · Charity number 1120656

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | NORMAN GARON TRUST LIMITED                              |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">06291022</a>                                |
| Registered     | 2007-08-23                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                                           |
|---------|-------------------------------------------------------------------------------------------|
| Address | Third Floor<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN |
| Phone   | 02038138595                                                                               |

## Activities

**Objects:** 1 SUCH CHARITABLE PURPOSES THAT THE DIRECTORS SHALL FROM TIME TO TIME IN THEIR ABSOLUTE DISCRETION THINK FIT;2 WITHOUT PREJUDICE TO THE GENERALITY OF THE PRECEDING CLAUSE THE INCOME OF THE CHARITY'S TRUST FUND SHALL BE APPLIED PRIMARILY IN THE PROMOTION OF AND IN MAKING GRANTS IN AID OF AND TO PROMOTE SCOUTING IN ALL ITS FORMS IN THE ESSEX AREA AND IN PARTICULAR TO ESTABLISH AND MAINTAIN A SCOUTING PRESENCE IN SUTTON MANOR THE IMMEDIATE AND SURROUNDING AREA.

**Activities:** Grant making.

## Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations
- **What:** General Charitable Purposes, Amateur Sport
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

## Geography

- **Area of benefit:** ESSEX
- Essex

## Finances

| Period end | Income     | Expenditure | Assets     | Employees |
|------------|------------|-------------|------------|-----------|
| 2024-12-31 | £3,197,344 | £2,940,157  | £5,814,687 | 43        |
| 2023-12-31 | £2,833,616 | £2,775,359  | £5,557,500 | 0         |
| 2022-12-31 | £2,763,643 | £2,459,100  | £5,898,000 | 0         |
| 2021-12-31 | £4,352,624 | £1,845,848  | £5,464,994 | 0         |
| 2020-12-31 | £1,552,470 | £1,316,288  | £4,575,807 | 0         |

## Trustees

| Name                 | Role | Appointed  |
|----------------------|------|------------|
| MICHEAL ELWYN HUGHES |      |            |
| PAUL JUSTIN STENNETT |      |            |
| PHILIP JOHN TOLHURST |      |            |
| RICHARD FURLONGER    |      |            |
| Robert Andrew Bye    |      | 2015-06-10 |

**NORMAN GARON TRUST**

England & Wales - Charity number 1120656

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# Accounts

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Company registration number: 06291022  
Charitable company registration number: 01120656

# Norman Garon Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2024

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

# **Norman Garon Trust**

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## Norman Garon Trust

### Reference and Administrative Details

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|                                               |                                                                                                                                                               |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Company Registration Number</b>            | 06291022                                                                                                                                                      |
| <b>Charitable company Registration Number</b> | 01120656                                                                                                                                                      |
| <b>Trustees</b>                               | P J Tolhurst<br>R A Bye<br>R C L Furlonger<br>M E Hughes<br>P J Stennett                                                                                      |
| <b>Secretary</b>                              | P J Tolhurst                                                                                                                                                  |
| <b>Registered Office</b>                      | Third Floor<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN<br><br>The charitable company is incorporated in England and Wales. |
| <b>Solicitors</b>                             | Marlborough House Partners LLP<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN                                                  |
| <b>Bankers</b>                                | Lloyds Bank Plc<br>77 High Street<br>Southend-on-Sea<br>Essex<br>SS1 1HT                                                                                      |
| <b>Auditor</b>                                | Edmund Carr LLP<br>Chartered Accountants & Statutory Auditor<br>146 New London Road<br>Chelmsford<br>Essex<br>CM2 0AW                                         |

# **Norman Garon Trust**

## **Trustees' Report**

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The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 December 2024.

### **Objectives and activities**

#### ***Objects and aims***

The objectives of the charity are such charitable purposes as the Trustees determine and in particular to promote community participation in healthy recreation by providing facilities for playing particular sports and to provide funding for scouting organisations in Essex and to generally assist young people in the same area. The charity aims in particular to support a scouting presence in Sutton Manor and the immediate and surrounding areas. In achieving its objectives and aims the charity hopes to enrich the lives of Essex's youth and local communities.

#### ***Public benefit***

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

#### ***Grant making policies***

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for capital projects undertaken by the Scout Council and for distribution amongst Scout 'Units' within Essex. The amount made available for distribution is based on an annual budget of projected applications received from The Scout Council, with actual expenditure monitored by the trustees by way of reports received from The Scout Council. Applications received by the Scout Council's Grants Committee are from Scout Groups, Scout Districts, individual Scout members and the County itself, with members of the Committee visiting the applicants as appropriate to assess such requests and ensure that all grants are properly spent. Additionally, the charity makes grants supporting specific scouting activities in the Sutton Manor area. Further, the charity supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

### **Financial review**

During the year, the group had income of £3,197,344 (2023: £2,833,616) and expenditure of £2,940,157 (2023: £2,775,359) leading to a surplus of £257,187 (2023: £58,259).

At the year-end, the group held funds of £5,814,687 (2023: £5,557,500). All funds are unrestricted.

The Trust, so as to meet the objections of Southend-on-Sea City Council to its claim for statutory Charity Rate relief, absorbed the operating business of the Golf Centre into the Trust in 2023, and is now operating that directly, rather than through a wholly owned subsidiary.

#### ***Policy on reserves***

The trustees endeavour to ensure that the funds of the charity retain their value in real terms. This has previously been achieved by accumulating sufficient income in reserves to at least match inflation. Additionally, the Trustees look to a level of reserves now maintained to ensure the smooth running of the charity and to enable the trustees to maintain a steady level of grants without resorting to capital funds.

Reflecting the long term nature of the trustee investment portfolio, the trustees believe that sufficient resources should be retained equivalent to the greater of 6 months income or 6 months overheads and committed grants at any time, to mitigate any temporary loss of income.

# **Norman Garon Trust**

## **Trustees' Report**

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### **Going concern**

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

### **Structure, governance and management**

#### ***Recruitment and appointment of trustees***

The power to appoint new trustees is vested in the trustees. Upon appointment a new trustee is provided with copies of the last report and accounts, the minutes of the last meeting and a copy of the grant making policies.

#### ***Induction and training of trustees***

At the new trustee's first meeting the Chairman explains how the charity operates, answers any questions and explains points throughout the meeting and all subsequent meetings.

#### ***Organisational structure***

The Norman Garon Trust charity is established as a company limited by guarantee incorporated on 25 June 2007, under company number 6291022. It is also registered as a charity with the Charity Commission, number 1120656. The charity's governing document is its Memorandum and Articles of Association. The investment policy of the trustees is to maximise the long-term income of the charity to meet its stated main objectives of providing grants and loans to organisations in Essex.

#### ***Major risks and management of those risks***

The trustees have reviewed the major risks for the charity and have ensured adequate procedures have been established to manage the risks. As a consequence, the trustees believe that the charity is well placed to manage its business risks successfully despite the current uncertain economic climate.

During the year the Trustees recognised their over reliance on the Chairman to manage the operational parts of the Trust, and the vulnerability of the Trust should he not be available. They therefore resolved to appoint a full time Chief Executive to take over that role, and following a successful recruitment process, K Hepple took up office in April 2024.

# Norman Garon Trust

## Trustees' Report

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### Statement of trustees' responsibilities

The trustees (who are also the directors of Norman Garon Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the parent charitable company and the group and of the incoming resources and application of resources, including its income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the parent charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

### Reappointment of auditor

The auditors Edmund Carr LLP are deemed to be reappointed under section 487(2) of the Companies Act 2006.

The annual report was approved by the trustees of the charitable company on 23 September 2025 and signed on its behalf by:

P J Tolhurst

.....  
P J Tolhurst

Company Secretary and Trustee

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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#### **Opinion**

We have audited the financial statements of Norman Garon Trust (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 December 2024, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Cash Flows, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of trustees' responsibilities (set out on page 4), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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#### **Auditor responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows;

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act and Charities Act, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by;

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considering the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Enquiring of management as to actual and potential litigation and claims

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

#### **Use of our report**

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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**A Stone**

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Alex Stone FCCA (Senior Statutory Auditor)  
For and on behalf of Edmund Carr LLP, Statutory Auditor

146 New London Road  
Chelmsford  
Essex  
CM2 0AW

Date: 26 September 2025

## Norman Garon Trust

### Consolidated Statement of Financial Activities for the Year Ended 31 December 2024 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

|                                    | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|------------------------------------|------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income and Endowments from:</b> |      |                            |                          |                    |                    |
| Charitable activities              | 3    | 2,924,727                  | -                        | 2,924,727          | 571,869            |
| Other trading activities           | 4    | 194,820                    | -                        | 194,820            | 2,184,706          |
| Investment income                  | 5    | 77,797                     | -                        | 77,797             | 77,041             |
| Total income                       |      | <u>3,197,344</u>           | <u>-</u>                 | <u>3,197,344</u>   | <u>2,833,616</u>   |
| <b>Expenditure on:</b>             |      |                            |                          |                    |                    |
| Raising funds                      | 6    | 171,430                    | -                        | 171,430            | 1,653,688          |
| Charitable activities              | 7    | 2,683,816                  | -                        | 2,683,816          | 1,036,760          |
| Other expenditure                  |      | 84,911                     | -                        | 84,911             | 84,911             |
| Total expenditure                  |      | <u>2,940,157</u>           | <u>-</u>                 | <u>2,940,157</u>   | <u>2,775,359</u>   |
| Net income                         |      | <u>257,187</u>             | <u>-</u>                 | <u>257,187</u>     | <u>58,257</u>      |
| Net movement in funds              |      | 257,187                    | -                        | 257,187            | 58,257             |
| <b>Reconciliation of funds</b>     |      |                            |                          |                    |                    |
| Total funds brought forward        |      | <u>5,557,500</u>           | <u>-</u>                 | <u>5,557,500</u>   | <u>5,499,243</u>   |
| Total funds carried forward        | 22   | <u>5,814,687</u>           | <u>-</u>                 | <u>5,814,687</u>   | <u>5,557,500</u>   |

All of the group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2023 is shown in note 22.

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Consolidated Balance Sheet as at 31 December 2024**

|                                                                | Note | 2024<br>£        | 2023<br>£        |
|----------------------------------------------------------------|------|------------------|------------------|
| <b>Fixed assets</b>                                            |      |                  |                  |
| Intangible assets                                              | 13   | 424,553          | 509,464          |
| Tangible assets                                                | 14   | 3,249,573        | 3,290,492        |
| Investments                                                    |      | <u>1,800,000</u> | <u>1,800,000</u> |
|                                                                |      | <u>5,474,126</u> | <u>5,599,956</u> |
| <b>Current assets</b>                                          |      |                  |                  |
| Stocks                                                         | 16   | 120,761          | 139,355          |
| Debtors                                                        | 17   | 25,377           | 47,212           |
| Cash at bank and in hand                                       | 18   | <u>787,295</u>   | <u>328,661</u>   |
|                                                                |      | 933,433          | 515,228          |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(539,019)</u> | <u>(557,684)</u> |
| <b>Net current assets/(liabilities)</b>                        |      | <u>394,414</u>   | <u>(42,456)</u>  |
| <b>Total assets less current liabilities</b>                   |      | 5,868,540        | 5,557,500        |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(53,853)</u>  | <u>-</u>         |
| <b>Net assets</b>                                              |      | <u>5,814,687</u> | <u>5,557,500</u> |
| <b>Funds of the group:</b>                                     |      |                  |                  |
| <b>Unrestricted income funds</b>                               |      |                  |                  |
| Unrestricted funds                                             |      | <u>5,814,687</u> | <u>5,557,500</u> |
| <b>Total funds</b>                                             | 22   | <u>5,814,687</u> | <u>5,557,500</u> |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 9 to 38 were approved by the trustees, and authorised for issue on 23 September 2025 and signed on their behalf by:

**P J Tolhurst**

.....

P J Tolhurst  
Company Secretary and Trustee

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Balance Sheet as at 31 December 2024**

|                                                                | Note | 2024<br>£               | 2023<br>£               |
|----------------------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                                            |      |                         |                         |
| Intangible assets                                              | 13   | 424,553                 | 509,464                 |
| Tangible assets                                                | 14   | 3,249,573               | 3,290,492               |
| Investments                                                    | 15   | <u>1,899,001</u>        | <u>1,899,001</u>        |
|                                                                |      | <u>5,573,127</u>        | <u>5,698,957</u>        |
| <b>Current assets</b>                                          |      |                         |                         |
| Stocks                                                         | 16   | 120,761                 | 139,355                 |
| Debtors                                                        | 17   | 231,605                 | 69,949                  |
| Cash at bank and in hand                                       | 18   | <u>464,480</u>          | <u>167,466</u>          |
|                                                                |      | 816,846                 | 376,770                 |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(521,433)</u>        | <u>(518,227)</u>        |
| <b>Net current assets/(liabilities)</b>                        |      | <u>295,413</u>          | <u>(141,457)</u>        |
| <b>Total assets less current liabilities</b>                   |      | 5,868,540               | 5,557,500               |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(53,853)</u>         | <u>-</u>                |
| <b>Net assets</b>                                              |      | <u><u>5,814,687</u></u> | <u><u>5,557,500</u></u> |
| <b>Funds of the charitable company:</b>                        |      |                         |                         |
| <b>Unrestricted income funds</b>                               |      |                         |                         |
| Unrestricted funds                                             |      | <u>5,814,687</u>        | <u>5,557,500</u>        |
| <b>Total funds</b>                                             | 22   | <u><u>5,814,687</u></u> | <u><u>5,557,500</u></u> |

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The surplus for the financial year of the parent charity was £257,187.

The financial statements on pages 9 to 38 were approved by the trustees, and authorised for issue on 23 September 2025 and signed on their behalf by:

**P J Tolhurst**

.....  
P J Tolhurst  
Company Secretary and Trustee

## Norman Garon Trust

### Consolidated Statement of Cash Flows for the Year Ended 31 December 2024

|                                                      | Note   | 2024<br>£             | 2023<br>£             |
|------------------------------------------------------|--------|-----------------------|-----------------------|
| <b>Cash flows from operating activities</b>          |        |                       |                       |
| Net income                                           |        | 257,187               | 58,257                |
| <b>Adjustments to cash flows from non-cash items</b> |        |                       |                       |
| Depreciation                                         | 14     | 99,322                | 99,038                |
| Amortisation                                         | 14     | 84,911                | 84,911                |
| Investment income                                    | 5      | <u>(77,797)</u>       | <u>(77,041)</u>       |
|                                                      |        | 363,623               | 165,165               |
| <b>Working capital adjustments</b>                   |        |                       |                       |
| Decrease in stocks                                   | 16     | 18,594                | 2,694                 |
| Decrease/(increase) in debtors                       | 17     | 21,835                | (4,986)               |
| Increase in creditors                                | 19     | 121,472               | 63,168                |
| (Decrease)/increase in deferred income               | 20     | <u>(29,159)</u>       | <u>3,771</u>          |
| Net cash flows from operating activities             |        | <u>496,365</u>        | <u>229,812</u>        |
| <b>Cash flows from investing activities</b>          |        |                       |                       |
| Interest receivable and similar income               | 5      | 77,797                | 77,041                |
| Purchase of tangible fixed assets                    | 14     | <u>(58,403)</u>       | <u>(144,118)</u>      |
| Net cash flows from investing activities             |        | 19,394                | (67,077)              |
| <b>Cash flows from financing activities</b>          |        |                       |                       |
| Repayment of loans and borrowings                    | 19, 20 | <u>(57,125)</u>       | <u>(173,642)</u>      |
| Net increase/(decrease) in cash and cash equivalents |        | 458,634               | (10,907)              |
| Cash and cash equivalents at 1 January               |        | <u>328,661</u>        | <u>339,568</u>        |
| Cash and cash equivalents at 31 December             |        | <u><u>787,295</u></u> | <u><u>328,661</u></u> |

All of the cash flows are derived from continuing operations during the above two periods.

## Norman Garon Trust

### Statement of Cash Flows for the Year Ended 31 December 2024

|                                                      | Note   | 2024<br>£ | 2023<br>£ |
|------------------------------------------------------|--------|-----------|-----------|
| <b>Cash flows from operating activities</b>          |        |           |           |
| Net income/(expenditure)                             |        | 257,187   | (340,500) |
| <b>Adjustments to cash flows from non-cash items</b> |        |           |           |
| Depreciation                                         | 7      | 99,322    | 55,277    |
| Amortisation                                         | 6      | 84,911    | 84,911    |
| Investment income                                    |        | (77,797)  | (227,041) |
| Revaluation of investments                           |        | -         | 721,624   |
| Fixed assets donated from subsidiary                 |        | -         | (424,481) |
|                                                      |        | 363,623   | (130,210) |
| <b>Working capital adjustments</b>                   |        |           |           |
| Decrease/(increase) in stocks                        | 16     | 18,594    | (139,355) |
| (Increase)/decrease in debtors                       | 17     | (161,656) | 6,216     |
| Increase in creditors                                | 19     | 143,343   | 182,448   |
| (Decrease)/increase in deferred income               | 20     | (29,159)  | 147,747   |
| Net cash flows from operating activities             |        | 334,745   | 66,846    |
| <b>Cash flows from investing activities</b>          |        |           |           |
| Interest receivable and similar income               |        | 77,797    | 227,041   |
| Purchase of tangible fixed assets                    | 14     | (58,403)  | (21,297)  |
| Net cash flows from investing activities             |        | 19,394    | 205,744   |
| <b>Cash flows from financing activities</b>          |        |           |           |
| Repayment of loans and borrowings                    | 19, 20 | (57,125)  | (173,642) |
| Net increase in cash and cash equivalents            |        | 297,014   | 98,948    |
| Cash and cash equivalents at 1 January               |        | 167,466   | 68,518    |
| Cash and cash equivalents at 31 December             | 18     | 464,480   | 167,466   |

All of the cash flows are derived from continuing operations during the above two periods.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2024**

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#### **1 Charitable company status**

The charitable company is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charitable company in the event of liquidation.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **Statement of compliance**

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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

##### **Basis of preparation**

Norman Garon 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.

##### **Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the charitable company and its subsidiary undertakings drawn up to 31 December 2024.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charitable company made a surplus for the financial year of £257,187 (2023 - deficit of £340,500).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2024**

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A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiary, which are related parties, are eliminated in full.

#### **Going concern**

The trustees consider that there are no material uncertainties about the group's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the group.

#### **Income and endowments**

##### ***Deferred income***

Deferred income represents membership fees and block and season ticket fees received for future periods and is released to incoming resources in the period for which it has been received.

##### **Expenditure**

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

##### ***Raising funds***

These are costs incurred in trading activities that raise funds.

##### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

##### ***Grant provisions***

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

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#### Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

#### Governance costs

These include the costs attributable to the charitable company's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

#### Government grants

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants relating to revenue are recognised in income over the period in which the related costs are recognised.

#### Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary is subject to corporation tax on any profit not donated to the parent charity.

#### Goodwill

Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

#### Tangible fixed assets

Individual fixed assets costing £5,000 or more are included within fixed assets and are initially recorded at cost. Tangible fixed assets are subsequently recorded at cost less accumulated depreciation.'

#### Amortisation

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

| Asset class | Amortisation method and rate |
|-------------|------------------------------|
| Goodwill    | 10% straight line            |

#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

| Asset class               | Depreciation method and rate  |
|---------------------------|-------------------------------|
| Freehold land & buildings | 2.6% - 20% straight line      |
| Furniture and equipment   | 20% or 33.3% reducing balance |
| Motor vehicles            | 20% reducing balance          |

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2024**

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The golf complex land and buildings are not being depreciated. The freehold land and buildings are being carried at their deemed cost on transition to FRS102, as allowed under section 35. Subsequent additions specifically relating to the clubhouse are also not being depreciated. The trustees have taken the decision not to depreciate the buildings used for charitable purposes as they are regularly maintained and refurbished.

#### **Investment properties**

Investment property is carried at fair value, valued with sufficient regularity by the trustees. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in profit or loss.

#### **Business combinations**

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

#### **Stock**

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the weighted average cost method.

#### **Trade debtors**

Debtors with no stated interest rate and receivable within one year are recorded at transaction price.

#### **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.

#### **Trade creditors**

Creditors with no stated interest rate and payable within one year are recorded at transaction price.

#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charitable company has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

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#### Fund structure

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the group.

#### Pensions and other post retirement obligations

The group operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

#### Financial instruments

##### *Classification*

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other receivables and payables.

Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of cash or other consideration expected to be paid or received.

### 3 Income from charitable activities

|                                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|--------------------------------------------------------|----------------------------|--------------------------|--------------------|
| Provision of golf and golf related services to members | 2,924,727                  | -                        | 2,924,727          |
|                                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
| Provision of golf and golf related services to members | 571,869                    | -                        | 571,869            |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 4 Income from other trading activities

|                              | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|------------------------------|----------------------------|--------------------------|--------------------|
| Trading income in subsidiary | 179,458                    | -                        | 179,458            |
| Sponsorship income           | 700                        | -                        | 700                |
| Other income                 | 14,662                     | -                        | 14,662             |
|                              | <u>194,820</u>             | <u>-</u>                 | <u>194,820</u>     |
|                              | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
| Trading income in subsidiary | 2,172,950                  | -                        | 2,172,950          |
| Other income                 | 11,756                     | -                        | 11,756             |
|                              | <u>2,184,706</u>           | <u>-</u>                 | <u>2,184,706</u>   |

#### 5 Investment income

|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|----------------------------------------|----------------------------|--------------------------|--------------------|
| Interest receivable and similar income | 757                        | -                        | 757                |
| Income from rents                      | 77,040                     | -                        | 77,040             |
|                                        | <u>77,797</u>              | <u>-</u>                 | <u>77,797</u>      |
|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
| Interest receivable and similar income | 1                          | -                        | 1                  |
| Income from rents                      | 77,040                     | -                        | 77,040             |
|                                        | <u>77,041</u>              | <u>-</u>                 | <u>77,041</u>      |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2024

### 6 Expenditure on raising funds

#### a) Costs of trading activities

|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|----------------------------------------------------|----------------------------|--------------------------|--------------------|
| Golf course trading costs                          | 87,647                     | -                        | 87,647             |
| Staff Costs                                        | 61,885                     | -                        | 61,885             |
|                                                    | <u>149,532</u>             | <u>-</u>                 | <u>149,532</u>     |
|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
| Golf course trading costs                          | 972,010                    | -                        | 972,010            |
| Depreciation, amortisation and other similar costs | 43,761                     | -                        | 43,761             |
| Staff Costs                                        | 617,001                    | -                        | 617,001            |
|                                                    | <u>1,632,772</u>           | <u>-</u>                 | <u>1,632,772</u>   |

#### b) Investment management costs

|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------|
| Amounts payable to property managers | 16,679                     | -                        | 16,679             |
| Allocated support costs              | 5,219                      | -                        | 5,219              |
|                                      | <u>21,898</u>              | <u>-</u>                 | <u>21,898</u>      |
|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
| Amounts payable to property managers | 16,306                     | -                        | 16,306             |
| Allocated support costs              | 4,610                      | -                        | 4,610              |
|                                      | <u>20,916</u>              | <u>-</u>                 | <u>20,916</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 7 Expenditure on charitable activities

|                                                        |      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|--------------------------------------------------------|------|----------------------------|--------------------------|--------------------|
|                                                        | Note |                            |                          |                    |
| Provision of golf and golf related services to members |      | 1,243,054                  | -                        | 1,243,054          |
| Grant funding of activities                            |      | 356,773                    | -                        | 356,773            |
| Staff costs                                            |      | 931,161                    | -                        | 931,161            |
| Allocated support costs                                | 8    | 15,906                     | -                        | 15,906             |
| Governance costs                                       | 8    | 37,600                     | -                        | 37,600             |
| Depreciation and amortisation                          |      | 99,322                     | -                        | 99,322             |
|                                                        |      | <u>2,683,816</u>           | <u>-</u>                 | <u>2,683,816</u>   |
|                                                        |      |                            |                          |                    |
|                                                        |      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|                                                        | Note |                            |                          |                    |
| Provision of golf and golf related services to members |      | 358,892                    | -                        | 358,892            |
| Grant funding of activities                            |      | 325,300                    | -                        | 325,300            |
| Staff costs                                            |      | 212,351                    | -                        | 212,351            |
| Allocated support costs                                | 8    | 33,578                     | -                        | 33,578             |
| Governance costs                                       | 8    | 51,362                     | -                        | 51,362             |
| Depreciation and amortisation                          |      | 55,277                     | -                        | 55,277             |
|                                                        |      | <u>1,036,760</u>           | <u>-</u>                 | <u>1,036,760</u>   |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2024

### 8 Analysis of governance and support costs

#### Raising funds expenditure

##### Charitable investment management costs

|         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|---------|----------------------------|--------------------------|--------------------|
| Repairs | 5,219                      | -                        | 5,219              |

|         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|---------|----------------------------|--------------------------|--------------------|
| Repairs | 4,610                      | -                        | 4,610              |

##### Charitable activities expenditure

|                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|------------------|----------------------------|--------------------------|--------------------|
| Interest payable | 7,782                      | -                        | 7,782              |
| Sundry expenses  | 8,124                      | -                        | 8,124              |
|                  | 15,906                     | -                        | 15,906             |

|                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|------------------|----------------------------|--------------------------|--------------------|
| Interest payable | 8,100                      | -                        | 8,100              |
| Sundry expenses  | 25,479                     | -                        | 25,479             |
|                  | 33,579                     | -                        | 33,579             |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

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#### Governance costs

|                                   | <b>Total<br/>2024<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|-----------------------------------|-----------------------------|-----------------------------|
| Audit fees                        |                             |                             |
| Audit of the financial statements | 11,250                      | 10,700                      |
| Other fees paid to auditors       | 8,000                       | 6,150                       |
| Other governance costs            | <u>18,350</u>               | <u>34,512</u>               |
|                                   | <u><u>37,600</u></u>        | <u><u>51,362</u></u>        |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 9 Grant-making

##### Analysis of grants

|                 | Grants to institutions |         |
|-----------------|------------------------|---------|
|                 | 2024                   | 2023    |
|                 | £                      | £       |
| <b>Analysis</b> |                        |         |
| Grants payable  | 356,773                | 325,300 |

The support costs associated with grant-making are £Nil (31 December 2023 - £Nil).

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The charity also supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

Below are details of material grants made to institutions by the charity.

| Name of institution           | 2024<br>£ |
|-------------------------------|-----------|
| Essex County Scout Council    | 300,000   |
| Essex Golf Union              | 4,000     |
| Bar'n'Bus                     | 3,700     |
| Elevator Arts                 | 1,820     |
| Harlequin Rangers             | 2,000     |
| Seaquins (Westcliff)          | 1,000     |
| SEND The Right Message (STRM) | 2,150     |
| Aspirations                   | 3,500     |
| ATF Community Southend        | 3,000     |
| Carli Lansley Foundation      | 2,000     |
| Community Safety Education    | 2,200     |
| Lennox Children's Cancer Fund | 2,240     |
| Narconon Drugs Education      | 1,000     |
| Southend YMCA                 | 2,000     |
| The Caedmon Company           | 2,000     |
| The Phabulous Café            | 2,000     |
| Trinity Family Centre         | 8,413     |
| Vibe Southend Limited         | 2,000     |
| Wellbeing at Garon Park       | 3,000     |
| Just Ride                     | 2,250     |
| Kaos Youth Club               | 2,000     |
| The Art Ministry              | 2,500     |
| Volunteering Matters          | 2,000     |
|                               | 356,773   |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

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#### 10 Net incoming/outgoing resources

Net incoming resources for the year is stated after charging:

|                                        | 2024          | 2023          |
|----------------------------------------|---------------|---------------|
|                                        | £             | £             |
| Operating leases - plant and machinery | 99,582        | 109,913       |
| Audit fees                             | 11,250        | 10,700        |
| Other non-audit services               | 8,000         | 6,150         |
| Depreciation of fixed assets           | 99,322        | 99,038        |
| Amortisation of goodwill               | <u>84,911</u> | <u>84,911</u> |

#### 11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

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#### 12 Staff costs

The aggregate payroll costs were as follows:

|                                          | 2024<br>£      | 2023<br>£      |
|------------------------------------------|----------------|----------------|
| <b>Staff costs during the year were:</b> |                |                |
| Wages and salaries                       | 914,814        | 767,914        |
| Social security costs                    | 62,319         | 48,586         |
| Pension costs                            | 15,913         | 12,852         |
|                                          | <u>993,046</u> | <u>829,352</u> |

The monthly average number of persons (including senior management / leadership team) employed by the group during the year expressed by head count was as follows:

|           | 2024<br>No | 2023<br>No |
|-----------|------------|------------|
| Employees | <u>43</u>  | <u>42</u>  |

No employee received emoluments of more than £60,000 during the year.

All staff costs up to 30 September 2023 were incurred in the trading subsidiary. From 1 October 2023, the majority of employees in the subsidiary were transferred to the charitable company.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 13 Intangible fixed assets

##### Group

|                       | Goodwill<br>£ | Total<br>£ |
|-----------------------|---------------|------------|
| <b>Cost</b>           |               |            |
| At 1 January 2024     | 849,108       | 849,108    |
| At 31 December 2024   | 849,108       | 849,108    |
| <b>Amortisation</b>   |               |            |
| At 1 January 2024     | 339,644       | 339,644    |
| Charge for the year   | 84,911        | 84,911     |
| At 31 December 2024   | 424,555       | 424,555    |
| <b>Net book value</b> |               |            |
| At 31 December 2024   | 424,553       | 424,553    |
| At 31 December 2023   | 509,464       | 509,464    |

##### Charitable company

|                       | Goodwill<br>£ | Total<br>£ |
|-----------------------|---------------|------------|
| <b>Cost</b>           |               |            |
| At 1 January 2024     | 849,108       | 849,108    |
| At 31 December 2024   | 849,108       | 849,108    |
| <b>Amortisation</b>   |               |            |
| At 1 January 2024     | 339,644       | 339,644    |
| Charge for the year   | 84,911        | 84,911     |
| At 31 December 2024   | 424,555       | 424,555    |
| <b>Net book value</b> |               |            |
| At 31 December 2024   | 424,553       | 424,553    |
| At 31 December 2023   | 509,464       | 509,464    |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 14 Tangible fixed assets

##### Group

|                       | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-----------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>           |                            |                                 |                     |            |
| At 1 January 2024     | 3,566,697                  | 442,620                         | 5,000               | 4,014,317  |
| Additions             | 45,875                     | 12,528                          | -                   | 58,403     |
| At 31 December 2024   | 3,612,572                  | 455,148                         | 5,000               | 4,072,720  |
| <b>Depreciation</b>   |                            |                                 |                     |            |
| At 1 January 2024     | 365,212                    | 353,844                         | 4,769               | 723,825    |
| Charge for the year   | 67,942                     | 31,332                          | 48                  | 99,322     |
| At 31 December 2024   | 433,154                    | 385,176                         | 4,817               | 823,147    |
| <b>Net book value</b> |                            |                                 |                     |            |
| At 31 December 2024   | 3,179,418                  | 69,972                          | 183                 | 3,249,573  |
| At 31 December 2023   | 3,201,485                  | 88,776                          | 231                 | 3,290,492  |

##### Charitable company

|                       | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-----------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>           |                            |                                 |                     |            |
| At 1 January 2024     | 3,566,697                  | 442,620                         | 5,000               | 4,014,317  |
| Additions             | 45,875                     | 12,528                          | -                   | 58,403     |
| At 31 December 2024   | 3,612,572                  | 455,148                         | 5,000               | 4,072,720  |
| <b>Depreciation</b>   |                            |                                 |                     |            |
| At 1 January 2024     | 365,212                    | 353,844                         | 4,769               | 723,825    |
| Charge for the year   | 67,942                     | 31,332                          | 48                  | 99,322     |
| At 31 December 2024   | 433,154                    | 385,176                         | 4,817               | 823,147    |
| <b>Net book value</b> |                            |                                 |                     |            |
| At 31 December 2024   | 3,179,418                  | 69,972                          | 183                 | 3,249,573  |
| At 31 December 2023   | 3,201,485                  | 88,776                          | 231                 | 3,290,492  |

The majority of the depreciation on land and buildings relates to the adventure golf course. The trustees have taken the decision not to adopt the revaluation model of accounting for the golf course land and buildings so as not to risk overstating this value in the accounts. They also do not consider that the benefit would outweigh the cost involved in obtaining such a valuation.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

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#### 15 Fixed asset investments

##### Group

|                       | 2024<br>£        | 2023<br>£        |
|-----------------------|------------------|------------------|
| Investment properties | <u>1,800,000</u> | <u>1,800,000</u> |

##### Investment properties

|                          | Investment<br>properties<br>£ |
|--------------------------|-------------------------------|
| <b>Cost or Valuation</b> |                               |
| At 1 January 2024        | <u>1,800,000</u>              |
| <b>Provision</b>         |                               |
| At 31 December 2024      | <u>-</u>                      |
| <b>Net book value</b>    |                               |
| At 31 December 2024      | <u>1,800,000</u>              |
| At 31 December 2023      | <u>1,800,000</u>              |

The investment properties were revalued in February 2022 by Whirledge & Nott Limited.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### Charitable company

|                                                          | 2024<br>£        | 2023<br>£        |
|----------------------------------------------------------|------------------|------------------|
| Investment properties                                    | 1,800,000        | 1,800,000        |
| Shares in group undertakings and participating interests | 99,001           | 99,001           |
|                                                          | <u>1,899,001</u> | <u>1,899,001</u> |

#### Shares in group undertakings and participating interests

|                       | Subsidiary<br>undertakings<br>£ | Total<br>£ |
|-----------------------|---------------------------------|------------|
| <b>Cost</b>           |                                 |            |
| At 1 January 2024     | 99,001                          | 99,001     |
| At 31 December 2024   | 99,001                          | 99,001     |
| <b>Net book value</b> |                                 |            |
| At 31 December 2024   | 99,001                          | 99,001     |
| At 31 December 2023   | 99,001                          | 99,001     |

#### Details of undertakings

Details of the investments in which the charitable company holds 20% or more of the nominal value of any class of share capital are as follows:

| Undertaking                       | Country of<br>incorporation | Holding  | Proportion of voting rights<br>and shares held |      | Principal<br>activity  |
|-----------------------------------|-----------------------------|----------|------------------------------------------------|------|------------------------|
|                                   |                             |          | 2024                                           | 2023 |                        |
| <b>Subsidiary undertakings</b>    |                             |          |                                                |      |                        |
| Garon Park Golf Events<br>Limited | England and Wales           | Ordinary | 100%                                           | 100% | Golf course<br>complex |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 16 Stock

|        | Group   |         | Charity |         |
|--------|---------|---------|---------|---------|
|        | 2024    | 2023    | 2024    | 2023    |
|        | £       | £       | £       | £       |
| Stocks | 120,761 | 139,355 | 120,761 | 139,355 |

#### Group

The cost of stock recognised as an expense in the year amounted to £435,223 (2023 - £448,109).

#### 17 Debtors

|                             | Group         |               | Charity        |               |
|-----------------------------|---------------|---------------|----------------|---------------|
|                             | 2024          | 2023          | 2024           | 2023          |
|                             | £             | £             | £              | £             |
| Trade debtors               | 980           | -             | 980            | -             |
| Due from group undertakings | -             | -             | 218,741        | 51,477        |
| Prepayments                 | 11,884        | 25,307        | 11,884         | 18,472        |
| VAT recoverable             | 12,513        | 21,905        | -              | -             |
|                             | <u>25,377</u> | <u>47,212</u> | <u>231,605</u> | <u>69,949</u> |

#### 18 Cash and cash equivalents

|              | Group          |                | Charity        |                |
|--------------|----------------|----------------|----------------|----------------|
|              | 2024           | 2023           | 2024           | 2023           |
|              | £              | £              | £              | £              |
| Cash at bank | <u>787,295</u> | <u>328,661</u> | <u>464,480</u> | <u>167,466</u> |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 19 Creditors: amounts falling due within one year

|                                    | Group          |                | Charity        |                |
|------------------------------------|----------------|----------------|----------------|----------------|
|                                    | 2024           | 2023           | 2024           | 2023           |
|                                    | £              | £              | £              | £              |
| Bank loans                         | 42,327         | 153,305        | 42,327         | 153,305        |
| Trade creditors                    | 104,601        | 76,888         | 98,904         | 54,728         |
| Other taxation and social security | 14,023         | 15,687         | 13,133         | 14,970         |
| VAT                                | 39,176         | 41,168         | 39,176         | 41,168         |
| Other creditors                    | 33,842         | 85,101         | 32,398         | 79,771         |
| Accruals                           | 186,462        | 37,788         | 176,907        | 26,538         |
| Deferred income                    | 118,588        | 147,747        | 118,588        | 147,747        |
|                                    | <u>539,019</u> | <u>557,684</u> | <u>521,433</u> | <u>518,227</u> |

Creditors due within one year includes the following liabilities on which security has been given:

|            | Group         |                | Charity       |                |
|------------|---------------|----------------|---------------|----------------|
|            | 2024          | 2023           | 2024          | 2023           |
|            | £             | £              | £             | £              |
| Bank loans | <u>42,327</u> | <u>153,305</u> | <u>42,327</u> | <u>153,305</u> |

The bank loan is secured against the investment properties of the charity.

#### Bank borrowings

Lloyds Bank loans is denominated in £ with a nominal interest rate of 4.51%, and the final instalment is due on 18 July 2029. The carrying amount at year end is £96,180 (2023 - £153,305).

#### Deferred income

|                                        | 2024             | 2023             |
|----------------------------------------|------------------|------------------|
|                                        | £                | £                |
| Deferred income at 1 January 2024      | 147,747          | 143,976          |
| Resources deferred in the period       | 118,588          | 147,747          |
| Amounts released from previous periods | <u>(147,747)</u> | <u>(143,976)</u> |
| Deferred income at year end            | <u>118,588</u>   | <u>147,747</u>   |

The deferred income relates to membership fees received in advance for future periods.

#### 20 Creditors: amounts falling due after one year

|            | Group         |          | Charity       |          |
|------------|---------------|----------|---------------|----------|
|            | 2024          | 2023     | 2024          | 2023     |
|            | £             | £        | £             | £        |
| Bank loans | <u>53,853</u> | <u>-</u> | <u>53,853</u> | <u>-</u> |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

Creditors amounts falling due after more than one year includes the following liabilities on which security has been given:

|            | Group  |      | Charity |      |
|------------|--------|------|---------|------|
|            | 2024   | 2023 | 2024    | 2023 |
|            | £      | £    | £       | £    |
| Bank loans | 53,853 | -    | 53,853  | -    |

The bank loans are secured against the investment properties of the charity.

## 21 Obligations under leases and hire purchase contracts

### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

|                            | Group         |               | Charity  |          |
|----------------------------|---------------|---------------|----------|----------|
|                            | 2024          | 2023          | 2024     | 2023     |
|                            | £             | £             | £        | £        |
| <b>Other</b>               |               |               |          |          |
| Within one year            | 2,483         | 55,892        | -        | -        |
| Between one and five years | 8,691         | 9,933         | -        | -        |
| After five years           | -             | 1,242         | -        | -        |
|                            | <u>11,174</u> | <u>67,067</u> | <u>-</u> | <u>-</u> |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2024

### 22 Funds

#### Group

|                           | Balance at 1<br>January<br>2024<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2024<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,557,500</u>                     | <u>3,197,344</u>           | <u>(2,940,157)</u>         | <u>-</u>                                   | <u>5,814,687</u>                          |

|                           | Balance at 1<br>January<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2023<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,499,243</u>                     | <u>2,833,616</u>           | <u>(2,775,359)</u>         | <u>-</u>                                   | <u>5,557,500</u>                          |

#### Charity

|                           | Balance at 1<br>January<br>2024<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2024<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,557,500</u>                     | <u>3,038,012</u>           | <u>(2,780,825)</u>         | <u>-</u>                                   | <u>5,814,687</u>                          |

|                           | Balance at 1<br>January<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2023<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,898,000</u>                     | <u>1,514,411</u>           | <u>(1,133,287)</u>         | <u>(721,624)</u>                           | <u>5,557,500</u>                          |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 23 Analysis of net assets between funds

##### Group

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2024<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 424,553                    | -                        | 424,553                                    |
| Tangible fixed assets   | 3,249,573                  | -                        | 3,249,573                                  |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000                                  |
| Current assets          | 932,073                    | -                        | 932,073                                    |
| Current liabilities     | (387,659)                  | -                        | (387,659)                                  |
| Creditors over 1 year   | (53,853)                   | -                        | (53,853)                                   |
| Total net assets        | <u>5,964,687</u>           | <u>-</u>                 | <u>5,964,687</u>                           |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2023<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 509,464                    | -                        | 509,464                                    |
| Tangible fixed assets   | 3,290,492                  | -                        | 3,290,492                                  |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000                                  |
| Current assets          | 515,228                    | -                        | 515,228                                    |
| Current liabilities     | (557,684)                  | -                        | (557,684)                                  |
| Total net assets        | <u>5,557,500</u>           | <u>-</u>                 | <u>5,557,500</u>                           |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### Charity

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2024<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 424,553                    | -                        | 424,553                                    |
| Tangible fixed assets   | 3,249,573                  | -                        | 3,249,573                                  |
| Fixed asset investments | 1,899,001                  | -                        | 1,899,001                                  |
| Current assets          | 816,846                    | -                        | 816,846                                    |
| Current liabilities     | (371,433)                  | -                        | (371,433)                                  |
| Creditors over 1 year   | (53,853)                   | -                        | (53,853)                                   |
| Total net assets        | <u>5,964,687</u>           | <u>-</u>                 | <u>5,964,687</u>                           |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2023<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 509,464                    | -                        | 509,464                                    |
| Tangible fixed assets   | 3,290,492                  | -                        | 3,290,492                                  |
| Fixed asset investments | 1,899,001                  | -                        | 1,899,001                                  |
| Current assets          | 376,770                    | -                        | 376,770                                    |
| Current liabilities     | (518,227)                  | -                        | (518,227)                                  |
| Total net assets        | <u>5,557,500</u>           | <u>-</u>                 | <u>5,557,500</u>                           |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2024

#### 24 Analysis of changes in net debt

##### Group

|                                   | At 1 January<br>2024<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2024<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 328,661                   | 457,274                      | 785,935                        |
| Debt due within one year          | (153,305)                 | 110,978                      | (42,327)                       |
| Debt due after more than one year | -                         | (53,853)                     | (53,853)                       |
| Net cash                          | <u>175,356</u>            | <u>514,399</u>               | <u>689,755</u>                 |

|                                   | At 1 January<br>2023<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2023<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 337,183                   | (8,522)                      | 328,661                        |
| Debt due within one year          | (173,642)                 | 20,337                       | (153,305)                      |
| Debt due after more than one year | (153,305)                 | 153,305                      | -                              |
| Net cash                          | <u>10,236</u>             | <u>165,120</u>               | <u>175,356</u>                 |

#### 25 Related party transactions

##### Group

During the year the group made the following related party transactions:

##### **Marlborough House Partners LLP**

(P J Tolhurst is a partner)

During the year, £37,950 (2023: £33,500) was paid to Marlborough House Partners LLP for the management and administration of the charity. At the balance sheet date the amount due to/from Marlborough House Partners LLP was £Nil (2023 - £9,000).

##### **Whirlledge and Nott**

(M E Hughes is a director and shareholder)

During the year, £3,769 (2023: £3,806) was paid to Whirlledge and Nott, Chartered Surveyors, These fees are in respect of management charges for collecting rents and arranging maintenance of the properties on the charity's behalf. At the balance sheet date the amount due to/from Whirlledge and Nott was £Nil (2023 - £Nil).

##### **Essex County Scout Council**

(P Stennett & R Bye are trustees)

During the year, the Essex County Scout Council received £150,000 (2023: £300,000) of grants from Norman Garon Trust. At the balance sheet date the amount due to/from Essex County Scout Council was £Nil (2023 - £Nil).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2024**

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#### **Fowler Smith & Jones Trust**

(P J Tolhurst & R Furlonger are trustees)

Norman Garon Trust has an arrangement to pay grant monies to the Fowler, Smith & Jones Trust for redistribution to other charities.. At the balance sheet date the amount due to/from Fowler Smith & Jones Trust was £Nil (2023 - £Nil).

**NORMAN GARON TRUST**

England & Wales - Charity number 1120656

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# Accounts

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Company registration number: 06291022  
Charitable company registration number: 01120656

# Norman Garon Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2023

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

# **Norman Garon Trust**

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## Norman Garon Trust

### Reference and Administrative Details

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|                                               |                                                                                                                                                               |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Company Registration Number</b>            | 06291022                                                                                                                                                      |
| <b>Charitable company Registration Number</b> | 01120656                                                                                                                                                      |
| <b>Trustees</b>                               | P J Tolhurst<br>R A Bye<br>R C L Furlonger<br>M E Hughes<br>P J Stennett                                                                                      |
| <b>Secretary</b>                              | P J Tolhurst                                                                                                                                                  |
| <b>Registered Office</b>                      | Third Floor<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN<br><br>The charitable company is incorporated in England and Wales. |
| <b>Solicitors</b>                             | Marlborough House Partners LLP<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN                                                  |
| <b>Bankers</b>                                | Lloyds Bank Plc<br>77 High Street<br>Southend-on-Sea<br>Essex<br>SS1 1HT                                                                                      |
| <b>Auditor</b>                                | Edmund Carr LLP<br>Chartered Accountants & Statutory Auditor<br>146 New London Road<br>Chelmsford<br>Essex<br>CM2 0AW                                         |

# **Norman Garon Trust**

## **Trustees' Report**

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The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 December 2023.

### **Objectives and activities**

#### ***Objects and aims***

The objectives of the charity are such charitable purposes as the Trustees determine and in particular to promote community participation in healthy recreation by providing facilities for playing particular sports and to provide funding for scouting organisations in Essex and to generally assist young people in the same area. The charity aims in particular to support a scouting presence in Sutton Manor and the immediate and surrounding areas. In achieving its objectives and aims the charity hopes to enrich the lives of Essex's youth and local communities.

#### ***Public benefit***

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

#### ***Grant making policies***

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for capital projects undertaken by the Scout Council and for distribution amongst Scout 'Units' within Essex. The amount made available for distribution is based on an annual budget of projected applications received from The Scout Council, with actual expenditure monitored by the trustees by way of reports received from The Scout Council. Applications received by the Scout Council's Grants Committee are from Scout Groups, Scout Districts, individual Scout members and the County itself, with members of the Committee visiting the applicants as appropriate to assess such requests and ensure that all grants are properly spent. Additionally, the charity makes grants supporting specific scouting activities in the Sutton Manor area. Further, the charity supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

### **Financial review**

During the year, the group had income of £2,833,616 (2022: £2,763,643) and expenditure of £2,775,359 (2022: £2,459,100) leading to a surplus of £58,259 (2022: £304,543).

At the year-end, the group held funds of £5,557,500 (2022: £5,499,449). All funds are unrestricted.

The Trust has, so as to meet the objections of Southend-on-Sea City Council to its claim for statutory Charity Rate relief, absorbed the operating business of the Golf Centre into the Trust, and its now operating that directly, rather than through a wholly owned subsidiary.

#### ***Policy on reserves***

The trustees endeavour to ensure that the funds of the charity retain their value in real terms. This has previously been achieved by accumulating sufficient income in reserves to at least match inflation. Additionally, the Trustees look to a level of reserves now maintained to ensure the smooth running of the charity and to enable the trustees to maintain a steady level of grants without resorting to capital funds.

Reflecting the long term nature of the trustee investment portfolio, the trustees believe that sufficient resources should be retained equivalent to the greater of 6 months income or 6 months overheads and committed grants at any time, to mitigate any temporary loss of income.

# **Norman Garon Trust**

## **Trustees' Report**

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### **Going concern**

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

### **Structure, governance and management**

#### ***Recruitment and appointment of trustees***

The power to appoint new trustees is vested in the trustees. Upon appointment a new trustee is provided with copies of the last report and accounts, the minutes of the last meeting and a copy of the grant making policies.

#### ***Induction and training of trustees***

At the new trustee's first meeting the Chairman explains how the charity operates, answers any questions and explains points throughout the meeting and all subsequent meetings.

#### ***Organisational structure***

The Norman Garon Trust charity is established as a company limited by guarantee incorporated on 25 June 2007, under company number 6291022. It is also registered as a charity with the Charity Commission, number 1120656. The charity's governing document is its Memorandum and Articles of Association. The investment policy of the trustees is to maximise the long-term income of the charity to meet its stated main objectives of providing grants and loans to organisations in Essex.

#### ***Major risks and management of those risks***

The trustees have reviewed the major risks for the charity and have ensured adequate procedures have been established to manage the risks. As a consequence, the trustees believe that the charity is well placed to manage its business risks successfully despite the current uncertain economic climate.

During the year the Trustees recognised their over reliance on the Chairman to manage the operational parts of the Trust, and the vulnerability of the Trust should he not be available. They therefore resolved to appoint a full time Chief Executive to take over that role, and following a successful recruitment process, K Hepple took up office in April 2024.

# Norman Garon Trust

## Trustees' Report

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### Statement of trustees' responsibilities

The trustees (who are also the directors of Norman Garon Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the parent charitable company and the group and of the incoming resources and application of resources, including its income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the parent charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

### Reappointment of auditor

The auditors Edmund Carr LLP are deemed to be reappointed under section 487(2) of the Companies Act 2006.

The annual report was approved by the trustees of the charitable company on 11 September 2024 and signed on its behalf by:

P J Tolhurst

.....  
P J Tolhurst

Company Secretary and Trustee

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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#### **Opinion**

We have audited the financial statements of Norman Garon Trust (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 December 2023, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Cash Flows, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of trustees' responsibilities (set out on page 4), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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#### **Auditor responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows;

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act and Charities Act, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by;

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considering the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Enquiring of management as to actual and potential litigation and claims

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

#### **Use of our report**

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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**S A Morrell**

.....  
Sandra Morrell FCCA (Senior Statutory Auditor)  
For and on behalf of Edmund Carr LLP, Statutory Auditor

146 New London Road  
Chelmsford  
Essex  
CM2 0AW

Date: 12 September 2024  
.....

## Norman Garon Trust

### Consolidated Statement of Financial Activities for the Year Ended 31 December 2023 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

|                                    | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ | Total<br>2022<br>£ |
|------------------------------------|------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income and Endowments from:</b> |      |                            |                          |                    |                    |
| Donations and grants               |      | -                          | -                        | -                  | 3,032              |
| Charitable activities              | 3    | 571,869                    | -                        | 571,869            | -                  |
| Other trading activities           | 4    | 2,184,706                  | -                        | 2,184,706          | 2,680,782          |
| Investment income                  | 5    | 77,041                     | -                        | 77,041             | 79,829             |
| Total income                       |      | <u>2,833,616</u>           | <u>-</u>                 | <u>2,833,616</u>   | <u>2,763,643</u>   |
| <b>Expenditure on:</b>             |      |                            |                          |                    |                    |
| Raising funds                      | 6    | 1,671,965                  | -                        | 1,671,965          | 1,906,876          |
| Charitable activities              | 7    | 1,018,483                  | -                        | 1,018,483          | 467,313            |
| Other expenditure                  |      | 84,911                     | -                        | 84,911             | 84,911             |
| Total expenditure                  |      | <u>2,775,359</u>           | <u>-</u>                 | <u>2,775,359</u>   | <u>2,459,100</u>   |
| Net income                         |      | <u>58,257</u>              | <u>-</u>                 | <u>58,257</u>      | <u>304,543</u>     |
| Net movement in funds              |      | 58,257                     | -                        | 58,257             | 304,543            |
| <b>Reconciliation of funds</b>     |      |                            |                          |                    |                    |
| Total funds brought forward        |      | <u>5,499,243</u>           | <u>-</u>                 | <u>5,499,243</u>   | <u>5,194,700</u>   |
| Total funds carried forward        | 22   | <u>5,557,500</u>           | <u>-</u>                 | <u>5,557,500</u>   | <u>5,499,243</u>   |

All of the group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2022 is shown in note 22.

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Consolidated Balance Sheet as at 31 December 2023**

|                                                                | Note | 2023<br>£        | 2022<br>£        |
|----------------------------------------------------------------|------|------------------|------------------|
| <b>Fixed assets</b>                                            |      |                  |                  |
| Intangible assets                                              | 13   | 509,464          | 594,375          |
| Tangible assets                                                | 14   | 3,290,492        | 3,245,412        |
| Investments                                                    |      | <u>1,800,000</u> | <u>1,800,000</u> |
|                                                                |      | <u>5,599,956</u> | <u>5,639,787</u> |
| <b>Current assets</b>                                          |      |                  |                  |
| Stocks                                                         | 16   | 139,355          | 142,049          |
| Debtors                                                        | 17   | 47,212           | 42,226           |
| Cash at bank and in hand                                       | 18   | <u>328,661</u>   | <u>339,568</u>   |
|                                                                |      | 515,228          | 523,843          |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(557,684)</u> | <u>(511,082)</u> |
| <b>Net current (liabilities)/assets</b>                        |      | <u>(42,456)</u>  | <u>12,761</u>    |
| <b>Total assets less current liabilities</b>                   |      | 5,557,500        | 5,652,548        |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>-</u>         | <u>(153,305)</u> |
| <b>Net assets</b>                                              |      | <u>5,557,500</u> | <u>5,499,243</u> |
| <b>Funds of the group:</b>                                     |      |                  |                  |
| <b>Unrestricted income funds</b>                               |      |                  |                  |
| Unrestricted funds                                             |      | <u>5,557,500</u> | <u>5,499,243</u> |
| <b>Total funds</b>                                             | 22   | <u>5,557,500</u> | <u>5,499,243</u> |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 9 to 38 were approved by the trustees, and authorised for issue on 11 September 2024 and signed on their behalf by:

**P J Tolhurst**

.....  
P J Tolhurst  
Company Secretary and Trustee

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Balance Sheet as at 31 December 2023**

|                                                                | Note | 2023<br>£               | 2022<br>£               |
|----------------------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                                            |      |                         |                         |
| Intangible assets                                              | 13   | 509,464                 | -                       |
| Tangible assets                                                | 14   | 3,290,492               | 2,899,991               |
| Investments                                                    | 15   | <u>1,899,001</u>        | <u>3,215,000</u>        |
|                                                                |      | <u>5,698,957</u>        | <u>6,114,991</u>        |
| <b>Current assets</b>                                          |      |                         |                         |
| Stocks                                                         | 16   | 139,355                 | -                       |
| Debtors                                                        | 17   | 69,949                  | 76,165                  |
| Cash at bank and in hand                                       | 18   | <u>167,466</u>          | <u>68,518</u>           |
|                                                                |      | 376,770                 | 144,683                 |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(518,227)</u>        | <u>(208,369)</u>        |
| <b>Net current liabilities</b>                                 |      | <u>(141,457)</u>        | <u>(63,686)</u>         |
| <b>Total assets less current liabilities</b>                   |      | 5,557,500               | 6,051,305               |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>-</u>                | <u>(153,305)</u>        |
| <b>Net assets</b>                                              |      | <u><u>5,557,500</u></u> | <u><u>5,898,000</u></u> |
| <b>Funds of the charitable company:</b>                        |      |                         |                         |
| <b>Unrestricted income funds</b>                               |      |                         |                         |
| Unrestricted funds                                             |      | <u>5,557,500</u>        | <u>5,898,000</u>        |
| <b>Total funds</b>                                             | 22   | <u><u>5,557,500</u></u> | <u><u>5,898,000</u></u> |

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 9 to 38 were approved by the trustees, and authorised for issue on 11 September 2024 and signed on their behalf by:

**P J Tolhurst**

.....

P J Tolhurst  
Company Secretary and Trustee

## Norman Garon Trust

### Consolidated Statement of Cash Flows for the Year Ended 31 December 2023

|                                                      | Note   | 2023<br>£             | 2022<br>£             |
|------------------------------------------------------|--------|-----------------------|-----------------------|
| <b>Cash flows from operating activities</b>          |        |                       |                       |
| Net income                                           |        | 58,257                | 304,543               |
| <b>Adjustments to cash flows from non-cash items</b> |        |                       |                       |
| Depreciation                                         | 14     | 99,038                | 92,960                |
| Amortisation                                         | 14     | 84,911                | 84,911                |
| Investment income                                    | 5      | <u>(77,041)</u>       | <u>(79,829)</u>       |
|                                                      |        | 165,165               | 402,585               |
| <b>Working capital adjustments</b>                   |        |                       |                       |
| Decrease/(increase) in stocks                        | 16     | 2,694                 | (48,195)              |
| Increase in debtors                                  | 17     | (4,986)               | (43,050)              |
| Increase in creditors                                | 19     | 63,168                | 23,504                |
| Increase in deferred income                          | 20     | <u>3,771</u>          | <u>17,552</u>         |
| Net cash flows from operating activities             |        | <u>229,812</u>        | <u>352,396</u>        |
| <b>Cash flows from investing activities</b>          |        |                       |                       |
| Interest receivable and similar income               | 5      | 77,041                | 79,829                |
| Purchase of tangible fixed assets                    | 14     | <u>(144,118)</u>      | <u>(39,635)</u>       |
| Net cash flows from investing activities             |        | (67,077)              | 40,194                |
| <b>Cash flows from financing activities</b>          |        |                       |                       |
| Repayment of loans and borrowings                    | 19, 20 | <u>(173,642)</u>      | <u>(316,769)</u>      |
| Net (decrease)/increase in cash and cash equivalents |        | (10,907)              | 75,821                |
| Cash and cash equivalents at 1 January               |        | <u>339,568</u>        | <u>263,747</u>        |
| Cash and cash equivalents at 31 December             |        | <u><u>328,661</u></u> | <u><u>339,568</u></u> |

All of the cash flows are derived from continuing operations during the above two periods.

## Norman Garon Trust

### Statement of Cash Flows for the Year Ended 31 December 2023

|                                                      | Note   | 2023<br>£ | 2022<br>£ |
|------------------------------------------------------|--------|-----------|-----------|
| <b>Cash flows from operating activities</b>          |        |           |           |
| Net (expenditure)/income                             |        | (340,500) | 433,032   |
| <b>Adjustments to cash flows from non-cash items</b> |        |           |           |
| Depreciation                                         | 7      | 55,277    | 40,711    |
| Amortisation                                         | 6      | 84,911    | -         |
| Investment income                                    |        | (227,041) | (275,188) |
| Revaluation of investments                           |        | 721,624   | -         |
| Fixed assets donated from subsidiary                 |        | (424,481) | -         |
|                                                      |        | (130,210) | 198,555   |
| <b>Working capital adjustments</b>                   |        |           |           |
| Increase in stocks                                   | 16     | (139,355) | -         |
| Decrease/(increase) in debtors                       | 17     | 6,216     | (76,165)  |
| Increase/(decrease) in creditors                     | 19     | 182,448   | (67,693)  |
| Increase in deferred income                          | 20     | 147,747   | -         |
| Net cash flows from operating activities             |        | 66,846    | 54,697    |
| <b>Cash flows from investing activities</b>          |        |           |           |
| Interest receivable and similar income               |        | 227,041   | 275,188   |
| Purchase of tangible fixed assets                    | 14     | (21,297)  | -         |
| Net cash flows from investing activities             |        | 205,744   | 275,188   |
| <b>Cash flows from financing activities</b>          |        |           |           |
| Repayment of loans and borrowings                    | 19, 20 | (173,642) | (272,608) |
| Net increase in cash and cash equivalents            |        | 98,948    | 57,277    |
| Cash and cash equivalents at 1 January               |        | 68,518    | 11,241    |
| Cash and cash equivalents at 31 December             | 18     | 167,466   | 68,518    |

All of the cash flows are derived from continuing operations during the above two periods.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2023**

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#### **1 Charitable company status**

The charitable company is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charitable company in the event of liquidation.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **Statement of compliance**

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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

##### **Basis of preparation**

Norman Garon 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.

##### **Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the charitable company and its subsidiary undertakings drawn up to 31 December 2023.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charitable company made a deficit for the financial year of £340,500 (2022 - surplus of £433,032).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2023**

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A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiary, which are related parties, are eliminated in full.

#### **Going concern**

The trustees consider that there are no material uncertainties about the group's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the group.

#### **Income and endowments**

All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

#### ***Grants receivable***

Grants are recognised when the group has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

#### ***Deferred income***

Deferred income represents membership fees and block and season ticket fees received for future periods and is released to incoming resources in the period for which it has been received.

#### **Expenditure**

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

#### ***Raising funds***

These are costs incurred in trading activities that raise funds.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### ***Grant provisions***

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

#### ***Support costs***

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

#### ***Governance costs***

These include the costs attributable to the charitable company's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

#### ***Government grants***

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants relating to revenue are recognised in income over the period in which the related costs are recognised.

#### ***Taxation***

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary is subject to corporation tax on any profit not donated to the parent charity.

#### ***Goodwill***

Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

#### ***Tangible fixed assets***

Individual fixed assets costing £1,000 or more are included within fixed assets and are initially recorded at cost. Tangible fixed assets are subsequently recorded at cost less accumulated depreciation.'

#### ***Amortisation***

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

| <b>Asset class</b>        | <b>Amortisation method and rate</b> |
|---------------------------|-------------------------------------|
| Goodwill on consolidation | 10% straight line                   |

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## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

| Asset class               | Depreciation method and rate  |
|---------------------------|-------------------------------|
| Freehold land & buildings | 2.6% - 20% straight line      |
| Furniture and equipment   | 20% or 33.3% reducing balance |
| Motor vehicles            | 20% reducing balance          |

The golf complex land and buildings are not being depreciated. The freehold land and buildings are being carried at their deemed cost on transition to FRS102, as allowed under section 35. Subsequent additions specifically relating to the clubhouse are also not being depreciated. The trustees have taken the decision not to depreciate the buildings used for charitable purposes as they are regularly maintained and refurbished.

#### Investment properties

Investment property is carried at fair value, valued with sufficient regularity by the trustees. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in profit or loss.

#### Business combinations

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

#### Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the weighted average cost method.

#### Trade debtors

Debtors with no stated interest rate and receivable within one year are recorded at transaction price.

#### 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.

#### Trade creditors

Creditors with no stated interest rate and payable within one year are recorded at transaction price.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charitable company has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the group.

#### **Pensions and other post retirement obligations**

The group operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

#### **Financial instruments**

##### ***Classification***

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other receivables and payables.

Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of cash or other consideration expected to be paid or received.

### **3 Income from charitable activities**

|                                                        | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|--------------------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Provision of golf and golf related services to members | <u>571,869</u>                      | <u>-</u>                          | <u>571,869</u>              |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 4 Income from other trading activities

|                              | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|------------------------------|----------------------------|--------------------------|--------------------|
| Trading income in subsidiary | 2,172,950                  | -                        | 2,172,950          |
| Other income                 | 11,756                     | -                        | 11,756             |
|                              | <u>2,184,706</u>           | <u>-</u>                 | <u>2,184,706</u>   |
|                              | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
| Trading income in subsidiary | 2,570,142                  | -                        | 2,570,142          |
| Other income                 | 110,640                    | -                        | 110,640            |
|                              | <u>2,680,782</u>           | <u>-</u>                 | <u>2,680,782</u>   |

#### 5 Investment income

|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|----------------------------------------|----------------------------|--------------------------|--------------------|
| Interest receivable and similar income | 1                          | -                        | 1                  |
| Income from rents                      | 77,040                     | -                        | 77,040             |
|                                        | <u>77,041</u>              | <u>-</u>                 | <u>77,041</u>      |
|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
| Interest receivable and similar income | 2,709                      | -                        | 2,709              |
| Income from rents                      | 77,120                     | -                        | 77,120             |
|                                        | <u>79,829</u>              | <u>-</u>                 | <u>79,829</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 6 Expenditure on raising funds

##### a) Costs of trading activities

|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|----------------------------------------------------|----------------------------|--------------------------|--------------------|
| Golf course trading costs                          | 972,010                    | -                        | 972,010            |
| Depreciation, amortisation and other similar costs | 43,761                     | -                        | 43,761             |
| Staff Costs                                        | 617,001                    | -                        | 617,001            |
|                                                    | <u>1,632,772</u>           | <u>-</u>                 | <u>1,632,772</u>   |

|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|----------------------------------------------------|----------------------------|--------------------------|--------------------|
| Golf course trading costs                          | 1,056,173                  | -                        | 1,056,173          |
| Depreciation, amortisation and other similar costs | 52,249                     | -                        | 52,249             |
| Staff Costs                                        | 758,312                    | -                        | 758,312            |
|                                                    | <u>1,866,734</u>           | <u>-</u>                 | <u>1,866,734</u>   |

##### b) Investment management costs

|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------|
| Amounts payable to property managers | 16,306                     | -                        | 16,306             |
| Allocated support costs              | 22,887                     | -                        | 22,887             |
|                                      | <u>39,193</u>              | <u>-</u>                 | <u>39,193</u>      |

|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------|
| Amounts payable to property managers | 13,277                     | -                        | 13,277             |
| Allocated support costs              | 26,865                     | -                        | 26,865             |
|                                      | <u>40,142</u>              | <u>-</u>                 | <u>40,142</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 7 Expenditure on charitable activities

|                                                        |      | Unrestricted<br>funds | Restricted<br>funds | Total<br>2023    |
|--------------------------------------------------------|------|-----------------------|---------------------|------------------|
|                                                        | Note | £                     | £                   | £                |
| Provision of golf and golf related services to members |      | 340,615               | -                   | 340,615          |
| Grant funding of activities                            |      | 325,300               | -                   | 325,300          |
| Staff costs                                            |      | 212,351               | -                   | 212,351          |
| Allocated support costs                                | 8    | 33,578                | -                   | 33,578           |
| Governance costs                                       | 8    | 51,362                | -                   | 51,362           |
| Depreciation and amortisation                          |      | 55,277                | -                   | 55,277           |
|                                                        |      | <u>1,018,483</u>      | <u>-</u>            | <u>1,018,483</u> |
|                                                        |      |                       |                     |                  |
|                                                        |      | Unrestricted<br>funds | Restricted<br>funds | Total<br>2022    |
|                                                        | Note | £                     | £                   | £                |
| Grant funding of activities                            |      | 330,115               | -                   | 330,115          |
| Allocated support costs                                | 8    | 41,835                | -                   | 41,835           |
| Governance costs                                       | 8    | 54,652                | -                   | 54,652           |
| Depreciation and amortisation                          |      | 40,711                | -                   | 40,711           |
|                                                        |      | <u>467,313</u>        | <u>-</u>            | <u>467,313</u>   |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2023

### 8 Analysis of governance and support costs

#### Raising funds expenditure

##### Charitable investment management costs

|           | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|-----------|----------------------------|--------------------------|--------------------|
| Repairs   | 4,610                      | -                        | 4,610              |
| Rates     | 4,283                      | -                        | 4,283              |
| Insurance | 13,994                     | -                        | 13,994             |
|           | <u>22,887</u>              | <u>-</u>                 | <u>22,887</u>      |

|           | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|-----------|----------------------------|--------------------------|--------------------|
| Repairs   | 12,868                     | -                        | 12,868             |
| Rates     | 15,865                     | -                        | 15,865             |
| Insurance | 13,997                     | -                        | 13,997             |
|           | <u>42,730</u>              | <u>-</u>                 | <u>42,730</u>      |

##### Charitable activities expenditure

|                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|------------------|----------------------------|--------------------------|--------------------|
| Interest payable | 8,100                      | -                        | 8,100              |
| Sundry expenses  | 25,479                     | -                        | 25,479             |
|                  | <u>33,579</u>              | <u>-</u>                 | <u>33,579</u>      |

|                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|------------------|----------------------------|--------------------------|--------------------|
| Interest payable | 21,394                     | -                        | 21,394             |
| Bank charges     | 551                        | -                        | 551                |
| Sundry expenses  | 4,025                      | -                        | 4,025              |
|                  | <u>25,970</u>              | <u>-</u>                 | <u>25,970</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### Governance costs

|                                   | <b>Total<br/>2023<br/>£</b> | <b>Total<br/>2022<br/>£</b> |
|-----------------------------------|-----------------------------|-----------------------------|
| Audit fees                        |                             |                             |
| Audit of the financial statements | 10,700                      | 10,200                      |
| Other fees paid to auditors       | 6,150                       | 5,810                       |
| Other governance costs            | <u>34,512</u>               | <u>38,642</u>               |
|                                   | <u>51,362</u>               | <u>54,652</u>               |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### 9 Grant-making

##### Analysis of grants

|                 | Grants to institutions |                |
|-----------------|------------------------|----------------|
|                 | 2023                   | 2022           |
|                 | £                      | £              |
| <b>Analysis</b> |                        |                |
| Grants payable  | <u>325,300</u>         | <u>330,115</u> |

The support costs associated with grant-making are £Nil (31 December 2022 - £Nil).

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The charity also supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

Below are details of material grants made to institutions by the charity.

| Name of institution         | 2023           | 2022           |
|-----------------------------|----------------|----------------|
|                             | £              | £              |
| Essex County Scout Council  | 300,000        | 300,000        |
| Fowler, Smith & Jones Trust | 21,300         | 26,115         |
| Essex Golf Union            | <u>4,000</u>   | <u>4,000</u>   |
|                             | <u>325,300</u> | <u>330,115</u> |

#### 10 Net incoming/outgoing resources

Net incoming resources for the year is stated after charging:

|                                        | 2023          | 2022          |
|----------------------------------------|---------------|---------------|
|                                        | £             | £             |
| Operating leases - plant and machinery | 109,913       | 108,040       |
| Audit fees                             | 10,700        | 10,200        |
| Other non-audit services               | 6,150         | 5,810         |
| Depreciation of fixed assets           | 99,038        | 92,960        |
| Amortisation of goodwill               | <u>84,911</u> | <u>84,911</u> |

#### 11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### 12 Staff costs

The aggregate payroll costs were as follows:

|                                          | 2023<br>£      | 2022<br>£      |
|------------------------------------------|----------------|----------------|
| <b>Staff costs during the year were:</b> |                |                |
| Wages and salaries                       | 767,914        | 703,040        |
| Social security costs                    | 48,586         | 43,830         |
| Pension costs                            | 12,852         | 11,442         |
|                                          | <u>829,352</u> | <u>758,312</u> |

The monthly average number of persons (including senior management / leadership team) employed by the group during the year expressed by head count was as follows:

|           | 2023<br>No | 2022<br>No |
|-----------|------------|------------|
| Employees | <u>42</u>  | <u>42</u>  |

No employee received emoluments of more than £60,000 during the year.

All staff costs up to 30 September 2023 were incurred in the trading subsidiary. From 1 October 2023, the majority of employees in the subsidiary were transferred to the charitable company.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 13 Intangible fixed assets

##### Group

|                       | Goodwill<br>£ | Total<br>£ |
|-----------------------|---------------|------------|
| <b>Cost</b>           |               |            |
| At 1 January 2023     | 849,108       | 849,108    |
| At 31 December 2023   | 849,108       | 849,108    |
| <b>Amortisation</b>   |               |            |
| At 1 January 2023     | 254,733       | 254,733    |
| Charge for the year   | 84,911        | 84,911     |
| At 31 December 2023   | 339,644       | 339,644    |
| <b>Net book value</b> |               |            |
| At 31 December 2023   | 509,464       | 509,464    |
| At 31 December 2022   | 594,375       | 594,375    |

##### Charitable company

|                       | Goodwill<br>£ | Total<br>£ |
|-----------------------|---------------|------------|
| <b>Cost</b>           |               |            |
| Additions             | 849,108       | 849,108    |
| At 31 December 2023   | 849,108       | 849,108    |
| <b>Amortisation</b>   |               |            |
| Charge for the year   | 339,644       | 339,644    |
| At 31 December 2023   | 339,644       | 339,644    |
| <b>Net book value</b> |               |            |
| At 31 December 2023   | 509,464       | 509,464    |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 14 Tangible fixed assets

##### Group

|                       | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-----------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>           |                            |                                 |                     |            |
| At 1 January 2023     | 3,466,500                  | 398,699                         | 5,000               | 3,870,199  |
| Additions             | 100,197                    | 43,921                          | -                   | 144,118    |
| At 31 December 2023   | 3,566,697                  | 442,620                         | 5,000               | 4,014,317  |
| <b>Depreciation</b>   |                            |                                 |                     |            |
| At 1 January 2023     | 301,945                    | 318,133                         | 4,709               | 624,787    |
| Charge for the year   | 63,267                     | 35,711                          | 60                  | 99,038     |
| At 31 December 2023   | 365,212                    | 353,844                         | 4,769               | 723,825    |
| <b>Net book value</b> |                            |                                 |                     |            |
| At 31 December 2023   | 3,201,485                  | 88,776                          | 231                 | 3,290,492  |
| At 31 December 2022   | 3,164,555                  | 80,566                          | 291                 | 3,245,412  |

##### Charitable company

|                       | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-----------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>           |                            |                                 |                     |            |
| At 1 January 2023     | 3,062,307                  | -                               | -                   | 3,062,307  |
| Additions             | 14,214                     | 7,083                           | -                   | 21,297     |
| Transfers             | 490,176                    | 435,537                         | 5,000               | 930,713    |
| At 31 December 2023   | 3,566,697                  | 442,620                         | 5,000               | 4,014,317  |
| <b>Depreciation</b>   |                            |                                 |                     |            |
| At 1 January 2023     | 162,316                    | -                               | -                   | 162,316    |
| Charge for the year   | 47,232                     | 8,030                           | 15                  | 55,277     |
| Transfers             | 155,664                    | 345,814                         | 4,754               | 506,232    |
| At 31 December 2023   | 365,212                    | 353,844                         | 4,769               | 723,825    |
| <b>Net book value</b> |                            |                                 |                     |            |
| At 31 December 2023   | 3,201,485                  | 88,776                          | 231                 | 3,290,492  |
| At 31 December 2022   | 2,899,991                  | -                               | -                   | 2,899,991  |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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The majority of the depreciation on land and buildings relates to the adventure golf course. The trustees have taken the decision not to adopt the revaluation model of accounting for the golf course land and buildings so as not to risk overstating this value in the accounts. They also do not consider that the benefit would outweigh the cost involved in obtaining such a valuation.

#### 15 Fixed asset investments

##### Group

|                       | 2023<br>£        | 2022<br>£        |
|-----------------------|------------------|------------------|
| Investment properties | <u>1,800,000</u> | <u>1,800,000</u> |

##### Investment properties

|                          | Investment<br>properties<br>£ |
|--------------------------|-------------------------------|
| <b>Cost or Valuation</b> |                               |
| At 1 January 2023        | <u>1,800,000</u>              |
| <b>Provision</b>         |                               |
| At 31 December 2023      | <u>-</u>                      |
| <b>Net book value</b>    |                               |
| At 31 December 2023      | <u>1,800,000</u>              |
| At 31 December 2022      | <u>1,800,000</u>              |

The investment properties were revalued in February 2022 by Whirledge & Nott Limited.

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2023

### Charitable company

|                                                          | 2023<br>£        | 2022<br>£        |
|----------------------------------------------------------|------------------|------------------|
| Investment properties                                    | 1,800,000        | 1,800,000        |
| Shares in group undertakings and participating interests | 99,001           | 1,415,000        |
|                                                          | <u>1,899,001</u> | <u>3,215,000</u> |

### Shares in group undertakings and participating interests

|                                 | Subsidiary<br>undertakings<br>£ | Total<br>£       |
|---------------------------------|---------------------------------|------------------|
| <b>Cost</b>                     |                                 |                  |
| At 1 January 2023               | <u>1,415,000</u>                | <u>1,415,000</u> |
| At 31 December 2023             | <u>1,415,000</u>                | <u>1,415,000</u> |
| <b>Provision for impairment</b> |                                 |                  |
| Charge for year                 | <u>1,315,999</u>                | <u>1,315,999</u> |
| At 31 December 2023             | <u>1,315,999</u>                | <u>1,315,999</u> |
| <b>Net book value</b>           |                                 |                  |
| At 31 December 2023             | <u>99,001</u>                   | <u>99,001</u>    |
| At 31 December 2022             | <u>1,415,000</u>                | <u>1,415,000</u> |

### Details of undertakings

Details of the investments in which the charitable company holds 20% or more of the nominal value of any class of share capital are as follows:

| Undertaking                       | Country of<br>incorporation | Holding  | Proportion of voting rights<br>and shares held |      | Principal<br>activity  |
|-----------------------------------|-----------------------------|----------|------------------------------------------------|------|------------------------|
|                                   |                             |          | 2023                                           | 2022 |                        |
| <b>Subsidiary undertakings</b>    |                             |          |                                                |      |                        |
| Garon Park Golf Events<br>Limited | England and Wales           | Ordinary | 100%                                           | 100% | Golf course<br>complex |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 16 Stock

|        | Group   |         | Charity |      |
|--------|---------|---------|---------|------|
|        | 2023    | 2022    | 2023    | 2022 |
|        | £       | £       | £       | £    |
| Stocks | 139,355 | 142,049 | 139,355 | -    |

#### Group

The cost of stock recognised as an expense in the year amounted to £448,109 (2022 - £346,302).

#### 17 Debtors

|                             | Group         |               | Charity       |               |
|-----------------------------|---------------|---------------|---------------|---------------|
|                             | 2023          | 2022          | 2023          | 2022          |
|                             | £             | £             | £             | £             |
| Trade debtors               | -             | 2,128         | -             | 2,128         |
| Due from group undertakings | -             | -             | 51,477        | 58,122        |
| Prepayments                 | 25,307        | 27,143        | 18,472        | 4,283         |
| VAT recoverable             | 21,905        | 1,322         | -             | -             |
| Other debtors               | -             | 11,633        | -             | 11,632        |
|                             | <u>47,212</u> | <u>42,226</u> | <u>69,949</u> | <u>76,165</u> |

#### 18 Cash and cash equivalents

|              | Group   |         | Charity |        |
|--------------|---------|---------|---------|--------|
|              | 2023    | 2022    | 2023    | 2022   |
|              | £       | £       | £       | £      |
| Cash at bank | 328,661 | 339,568 | 167,466 | 68,518 |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2023

### 19 Creditors: amounts falling due within one year

|                                    | Group          |                | Charity        |                |
|------------------------------------|----------------|----------------|----------------|----------------|
|                                    | 2023           | 2022           | 2023           | 2022           |
|                                    | £              | £              | £              | £              |
| Bank loans                         | 153,305        | 23,642         | 153,305        | 23,642         |
| Trade creditors                    | 76,888         | 88,116         | 54,728         | -              |
| Other loans                        | -              | 150,000        | -              | 150,000        |
| Other taxation and social security | 15,687         | 11,074         | 14,970         | -              |
| VAT                                | 41,168         | 14,474         | 41,168         | 14,474         |
| Other creditors                    | 85,101         | 25,415         | 79,771         | -              |
| Pension scheme creditor            | -              | 7,644          | -              | -              |
| Accruals                           | 37,788         | 46,741         | 26,538         | 20,253         |
| Deferred income                    | 147,747        | 143,976        | 147,747        | -              |
|                                    | <u>557,684</u> | <u>511,082</u> | <u>518,227</u> | <u>208,369</u> |

Creditors due within one year includes the following liabilities on which security has been given:

|             | Group          |                | Charity        |                |
|-------------|----------------|----------------|----------------|----------------|
|             | 2023           | 2022           | 2023           | 2022           |
|             | £              | £              | £              | £              |
| Bank loans  | 153,305        | 23,642         | 153,305        | 23,642         |
| Other loans | -              | 150,000        | -              | 150,000        |
|             | <u>153,305</u> | <u>173,642</u> | <u>153,305</u> | <u>173,642</u> |

The bank loan is secured against the investment properties of the charity.

### Bank borrowings

A Lloyds Bank 5 year loan is denominated in £ with a nominal interest rate of 4.51%, and the final instalment is due on 18 July 2024. The carrying amount at year end is £153,305 (2022 - £176,947).

### Deferred income

|                                        | 2023             | 2022             |
|----------------------------------------|------------------|------------------|
|                                        | £                | £                |
| Deferred income at 1 January 2023      | 143,976          | 126,424          |
| Resources deferred in the period       | 147,747          | 143,976          |
| Amounts released from previous periods | <u>(143,976)</u> | <u>(126,424)</u> |
| Deferred income at year end            | <u>147,747</u>   | <u>143,976</u>   |

The deferred income relates to membership fees received in advance for future periods.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### 20 Creditors: amounts falling due after one year

|            | Group |         | Charity |         |
|------------|-------|---------|---------|---------|
|            | 2023  | 2022    | 2023    | 2022    |
|            | £     | £       | £       | £       |
| Bank loans | -     | 153,305 | -       | 153,305 |

Creditors amounts falling due after more than one year includes the following liabilities on which security has been given:

|            | Group |         | Charity |         |
|------------|-------|---------|---------|---------|
|            | 2023  | 2022    | 2023    | 2022    |
|            | £     | £       | £       | £       |
| Bank loans | -     | 153,305 | -       | 153,305 |

The bank loans are secured against the investment properties of the charity.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

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#### 21 Obligations under leases and hire purchase contracts

##### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

|                            | Group         |                | Charity  |          |
|----------------------------|---------------|----------------|----------|----------|
|                            | 2023          | 2022           | 2023     | 2022     |
|                            | £             | £              | £        | £        |
| <b>Other</b>               |               |                |          |          |
| Within one year            | 55,892        | 109,913        | -        | -        |
| Between one and five years | 9,933         | 63,342         | -        | -        |
| After five years           | 1,242         | 3,725          | -        | -        |
|                            | <u>67,067</u> | <u>176,980</u> | <u>-</u> | <u>-</u> |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2023

### 22 Funds

#### Group

|                           | Balance at 1<br>January<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2023<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,499,243</u>                     | <u>2,833,312</u>           | <u>(2,775,055)</u>         | <u>-</u>                                   | <u>5,557,500</u>                          |

|                           | Balance at 1<br>January<br>2022<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2022<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,194,700</u>                     | <u>2,763,643</u>           | <u>(2,459,100)</u>         | <u>-</u>                                   | <u>5,499,243</u>                          |

#### Charity

|                           | Balance at 1<br>January<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2023<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,898,000</u>                     | <u>1,514,107</u>           | <u>(1,132,983)</u>         | <u>(721,624)</u>                           | <u>5,557,500</u>                          |

|                           | Balance at 1<br>January<br>2022<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2022<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,464,968</u>                     | <u>932,237</u>             | <u>(499,205)</u>           | <u>-</u>                                   | <u>5,898,000</u>                          |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 23 Analysis of net assets between funds

##### Group

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2023<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 509,464                    | -                        | 509,464                                    |
| Tangible fixed assets   | 3,290,492                  | -                        | 3,290,492                                  |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000                                  |
| Current assets          | 515,228                    | -                        | 515,228                                    |
| Current liabilities     | (557,684)                  | -                        | (557,684)                                  |
| Total net assets        | <u>5,557,500</u>           | <u>-</u>                 | <u>5,557,500</u>                           |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2022<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 594,375                    | -                        | 594,375                                    |
| Tangible fixed assets   | 3,245,412                  | -                        | 3,245,412                                  |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000                                  |
| Current assets          | 523,843                    | -                        | 523,843                                    |
| Current liabilities     | (511,082)                  | -                        | (511,082)                                  |
| Creditors over 1 year   | (153,305)                  | -                        | (153,305)                                  |
| Total net assets        | <u>5,499,243</u>           | <u>-</u>                 | <u>5,499,243</u>                           |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### Charity

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2023<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Intangible fixed assets | 509,464                    | -                        | 509,464                                    |
| Tangible fixed assets   | 3,290,492                  | -                        | 3,290,492                                  |
| Fixed asset investments | 1,899,001                  | -                        | 1,899,001                                  |
| Current assets          | 376,770                    | -                        | 376,770                                    |
| Current liabilities     | (518,227)                  | -                        | (518,227)                                  |
| Total net assets        | <u>5,557,500</u>           | <u>-</u>                 | <u>5,557,500</u>                           |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds at<br>31 December<br>2022<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------------------------------|
| Tangible fixed assets   | 2,899,991                  | -                        | 2,899,991                                  |
| Fixed asset investments | 3,215,000                  | -                        | 3,215,000                                  |
| Current assets          | 144,683                    | -                        | 144,683                                    |
| Current liabilities     | (208,369)                  | -                        | (208,369)                                  |
| Creditors over 1 year   | (153,305)                  | -                        | (153,305)                                  |
| Total net assets        | <u>5,898,000</u>           | <u>-</u>                 | <u>5,898,000</u>                           |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 24 Analysis of changes in net debt

##### Group

|                                   | At 1 January<br>2023<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2023<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 337,183                   | (8,522)                      | 328,661                        |
| Debt due within one year          | (173,642)                 | 20,337                       | (153,305)                      |
| Debt due after more than one year | (153,305)                 | 153,305                      | -                              |
| Net cash                          | <u>10,236</u>             | <u>165,120</u>               | <u>175,356</u>                 |

|                                   | At 1 January<br>2022<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2022<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 263,747                   | 73,436                       | 337,183                        |
| Debt due within one year          | (432,247)                 | 258,605                      | (173,642)                      |
| Debt due after more than one year | (211,469)                 | 58,164                       | (153,305)                      |
| Net debt                          | <u>(379,969)</u>          | <u>390,205</u>               | <u>10,236</u>                  |

#### 25 Related party transactions

##### Group

During the year the group made the following related party transactions:

##### **Marlborough House Partners LLP**

(P J Tolhurst is a partner)

During the year, £33,500 (2022: £25,000) was paid to Marlborough House Partners LLP for the management and administration of the charity. At the balance sheet date the amount due to Marlborough House Partners LLP was £9,000 (2022 - £Nil).

##### **Whirledge and Nott**

(M E Hughes is a director and shareholder)

During the year, £3,806 (2022: £4,277) was paid to Whirledge and Nott, Chartered Surveyors, These fees are in respect of management charges for collecting rents and arranging maintenance of the properties on the charity's behalf. At the balance sheet date the amount due to/from Whirledge and Nott was £Nil (2022 - £Nil).

##### **Fowler Smith & Jones Trust**

(P J Tolhurst & R Furlonger are trustees)

A loan agreement was entered into in 2020 in which the charity borrowed £800,000 from the Fowler Smith & Jones Trust. During the year, the charity paid the Fowler Smith & Jones Trust interest of £626 (2022: £12,886). The loan has been fully repaid during the year.

Norman Garon Trust also has an arrangement to pay grant monies to the Fowler, Smith & Jones Trust for redistribution to other charities. At the balance sheet date the amount due to/from to Fowler Smith & Jones Trust was £Nil (2022 - £150,000).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2023**

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#### **Essex County Scout Council**

(P Stennett & R Bye are trustees)

During the year, the Essex County Scout Council received £300,000 (2022: £300,000) of grants from Norman Garon Trust. At the balance sheet date the amount due to/from Essex County Scout Council was £Nil (2022 - £Nil).

**NORMAN GARON TRUST**

England & Wales - Charity number 1120656

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# Accounts

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Company registration number: 06291022  
Charitable company registration number: 01120656

# Norman Garon Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2022

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

# **Norman Garon Trust**

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## Norman Garon Trust

### Reference and Administrative Details

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|                                               |                                                                                                                                                                              |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Company Registration Number</b>            | 06291022                                                                                                                                                                     |
| <b>Charitable company Registration Number</b> | 01120656                                                                                                                                                                     |
| <b>Trustees</b>                               | P J Tolhurst<br>R A Bye<br>R C L Furlonger<br>M E Hughes<br>P J Stennett                                                                                                     |
| <b>Secretary</b>                              | P J Tolhurst                                                                                                                                                                 |
| <b>Registered Office</b>                      | Third Floor<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN                                                                                    |
| <b>Solicitors</b>                             | The charitable company is incorporated in England and Wales.<br>Marlborough House Partners LLP<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN |
| <b>Bankers</b>                                | Lloyds Bank Plc<br>77 High Street<br>Southend-on-Sea<br>Essex<br>SS1 1HT                                                                                                     |
| <b>Auditor</b>                                | Edmund Carr LLP<br>Chartered Accountants & Statutory Auditor<br>146 New London Road<br>Chelmsford<br>Essex<br>CM2 0AW                                                        |

# **Norman Garon Trust**

## **Trustees' Report**

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The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 December 2022.

### **Objectives and activities**

#### ***Objects and aims***

The objectives of the charity are such charitable purposes as the Trustees determine and in particular to promote community participation in healthy recreation by providing facilities for playing particular sports and to provide funding for scouting organisations in Essex and to generally assist young people in the same area. The charity aims in particular to support a scouting presence in Sutton Manor and the immediate and surrounding areas. In achieving its objectives and aims the charity hopes to enrich the lives of Essex's youth and local communities.

#### ***Public benefit***

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

#### ***Grant making policies***

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for capital projects undertaken by the Scout Council and for distribution amongst Scout 'Units' within Essex. The amount made available for distribution is based on an annual budget of projected applications received from The Scout Council, with actual expenditure monitored by the trustees by way of reports received from The Scout Council. Applications received by the Scout Council's Grants Committee are from Scout Groups, Scout Districts, individual Scout members and the County itself, with members of the Committee visiting the applicants as appropriate to assess such requests and ensure that all grants are properly spent. Additionally, the charity makes grants supporting specific scouting activities in the Sutton Manor area. Further, the charity supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

### **Financial review**

#### ***Policy on reserves***

The trustees endeavour to ensure that the funds of the charity retain their value in real terms. This has previously been achieved by accumulating sufficient income in reserves to at least match inflation. Additionally, the Trustees look to a level of reserves now maintained to ensure the smooth running of the charity and to enable the trustees to maintain a steady level of grants without resorting to capital funds.

Reflecting the long term nature of the trustee investment portfolio, the trustees believe that sufficient resources should be retained equivalent to the greater of 6 months income or 6 months overheads and committed grants at any time, to mitigate any temporary loss of income.

#### ***Going concern***

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

# **Norman Garon Trust**

## **Trustees' Report**

---

### **Structure, governance and management**

#### ***Recruitment and appointment of trustees***

The power to appoint new trustees is vested in the trustees. Upon appointment a new trustee is provided with copies of the last report and accounts, the minutes of the last meeting and a copy of the grant making policies.

#### ***Induction and training of trustees***

At the new trustee's first meeting the Chairman explains how the charity operates, answers any questions and explains points throughout the meeting and all subsequent meetings.

#### ***Organisational structure***

The Norman Garon Trust charity is established as a company limited by guarantee incorporated on 25 June 2007, under company number 6291022. It is also registered as a charity with the Charity Commission, number 1120656. The charity's governing document is its Memorandum and Articles of Association. The investment policy of the trustees is to maximise the long-term income of the charity to meet its stated main objectives of providing grants and loans to organisations in Essex.

#### ***Major risks and management of those risks***

The trustees have reviewed the major risks for the charity and have ensured adequate procedures have been established to manage the risks. As a consequence, the trustees believe that the charity is well placed to manage its business risks successfully despite the current uncertain economic climate.

# **Norman Garon Trust**

## **Trustees' Report**

---

### **Statement of trustees' responsibilities**

The trustees (who are also the directors of Norman Garon Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the parent charitable company and the group and of the incoming resources and application of resources, including its income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the parent charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### **Disclosure of information to auditor**

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

### **Reappointment of auditor**

The auditors Edmund Carr LLP are deemed to be reappointed under section 487(2) of the Companies Act 2006.

## **Norman Garon Trust**

### **Trustees' Report**

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The annual report was approved by the trustees of the charitable company on ~~7 June 2023~~ and signed on its behalf by:

**P J Tolhurst**

.....

P J Tolhurst  
Company Secretary and Trustee

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

#### **Opinion**

We have audited the financial statements of Norman Garon Trust (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 December 2022, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Cash Flows, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of trustees' responsibilities (set out on page 4), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

#### **Auditor responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows;

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by;

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considering the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Enquiring of management as to actual and potential litigation and claims

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

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

#### **Use of our report**

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**S A Morrell**  
.....

Sandra Morrell FCCA (Senior Statutory Auditor)  
For and on behalf of Edmund Carr LLP, Statutory Auditor

146 New London Road  
Chelmsford  
Essex  
CM2 0AW

Date:.....23 June 2023.....

## Norman Garon Trust

### Consolidated Statement of Financial Activities for the Year Ended 31 December 2022 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

|                                    | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ | Total<br>2021<br>£ (As restated) |
|------------------------------------|------|----------------------------|--------------------------|--------------------|----------------------------------|
| <b>Income and Endowments from:</b> |      |                            |                          |                    |                                  |
| Donations and grants               | 3    | 3,032                      | -                        | 3,032              | 82,605                           |
| Other trading activities           | 4    | 2,680,782                  | -                        | 2,680,782          | 2,136,744                        |
| Investment income                  | 5    | 79,829                     | -                        | 79,829             | 55,890                           |
| Total income                       |      | <u>2,763,643</u>           | <u>-</u>                 | <u>2,763,643</u>   | <u>2,275,239</u>                 |
| <b>Expenditure on:</b>             |      |                            |                          |                    |                                  |
| Raising funds                      | 6    | 1,880,011                  | -                        | 1,880,011          | 1,550,512                        |
| Charitable activities              | 7    | 494,178                    | -                        | 494,178            | 242,779                          |
| Other expenditure                  |      | <u>84,911</u>              | <u>-</u>                 | <u>84,911</u>      | <u>84,911</u>                    |
| Total expenditure                  |      | <u>2,459,100</u>           | <u>-</u>                 | <u>2,459,100</u>   | <u>1,878,202</u>                 |
| Gains/losses on investment assets  |      | <u>-</u>                   | <u>-</u>                 | <u>-</u>           | <u>380,000</u>                   |
| Net income                         |      | <u>304,543</u>             | <u>-</u>                 | <u>304,543</u>     | <u>777,037</u>                   |
| Net movement in funds              |      | 304,543                    | -                        | 304,543            | 777,037                          |
| <b>Reconciliation of funds</b>     |      |                            |                          |                    |                                  |
| Total funds brought forward        |      | <u>5,194,700</u>           | <u>-</u>                 | <u>5,194,700</u>   | <u>4,417,663</u>                 |
| Total funds carried forward        | 22   | <u>5,499,243</u>           | <u>-</u>                 | <u>5,499,243</u>   | <u>5,194,700</u>                 |

All of the group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2021 is shown in note 22.

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Consolidated Balance Sheet as at 31 December 2022**

|                                                                | Note | 2022<br>£               | 2021<br>£ (As restated) |
|----------------------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                                            |      |                         |                         |
| Intangible assets                                              | 13   | 594,375                 | 679,286                 |
| Tangible assets                                                | 14   | 3,245,412               | 3,298,737               |
| Investments                                                    |      | <u>1,800,000</u>        | <u>1,800,000</u>        |
|                                                                |      | <u>5,639,787</u>        | <u>5,778,023</u>        |
| <b>Current assets</b>                                          |      |                         |                         |
| Stocks                                                         | 16   | 142,049                 | 93,854                  |
| Debtors                                                        | 17   | 42,226                  | 24,926                  |
| Cash at bank and in hand                                       | 18   | <u>339,568</u>          | <u>263,747</u>          |
|                                                                |      | 523,843                 | 382,527                 |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(511,082)</u>        | <u>(754,381)</u>        |
| <b>Net current assets/(liabilities)</b>                        |      | <u>12,761</u>           | <u>(371,854)</u>        |
| <b>Total assets less current liabilities</b>                   |      | 5,652,548               | 5,406,169               |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(153,305)</u>        | <u>(211,469)</u>        |
| <b>Net assets</b>                                              |      | <u><u>5,499,243</u></u> | <u><u>5,194,700</u></u> |
| <b>Funds of the group:</b>                                     |      |                         |                         |
| <b>Unrestricted income funds</b>                               |      |                         |                         |
| Unrestricted funds                                             |      | <u>5,499,243</u>        | <u>5,194,700</u>        |
| <b>Total funds</b>                                             | 22   | <u><u>5,499,243</u></u> | <u><u>5,194,700</u></u> |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 10 to 38 were approved by the trustees, and authorised for issue on ~~7 June 2023~~ and signed on their behalf by:

**P J Tolhurst**  
.....  
P J Tolhurst  
Company Secretary and Trustee

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Balance Sheet as at 31 December 2022**

|                                                                | Note | 2022<br>£        | 2021<br>£ (As restated) |
|----------------------------------------------------------------|------|------------------|-------------------------|
| <b>Fixed assets</b>                                            |      |                  |                         |
| Tangible assets                                                | 14   | 2,899,991        | 2,940,702               |
| Investments                                                    | 15   | <u>3,215,000</u> | <u>3,215,000</u>        |
|                                                                |      | <u>6,114,991</u> | <u>6,155,702</u>        |
| <b>Current assets</b>                                          |      |                  |                         |
| Debtors                                                        | 17   | 76,165           | -                       |
| Cash at bank and in hand                                       | 18   | <u>68,518</u>    | <u>11,241</u>           |
|                                                                |      | 144,683          | 11,241                  |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(208,369)</u> | <u>(525,028)</u>        |
| <b>Net current liabilities</b>                                 |      | <u>(63,686)</u>  | <u>(513,787)</u>        |
| <b>Total assets less current liabilities</b>                   |      | 6,051,305        | 5,641,915               |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(153,305)</u> | <u>(176,947)</u>        |
| <b>Net assets</b>                                              |      | <u>5,898,000</u> | <u>5,464,968</u>        |
| <b>Funds of the charitable company:</b>                        |      |                  |                         |
| <b>Unrestricted income funds</b>                               |      |                  |                         |
| Unrestricted funds                                             |      | <u>5,898,000</u> | <u>5,464,968</u>        |
| <b>Total funds</b>                                             | 22   | <u>5,898,000</u> | <u>5,464,968</u>        |

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 10 to 38 were approved by the trustees, and authorised for issue on 7 June 2023, and signed on their behalf by:

**P J Tolhurst**  
 .....  
 P J Tolhurst  
 Company Secretary and Trustee

## Norman Garon Trust

### Consolidated Statement of Cash Flows for the Year Ended 31 December 2022

|                                                      | Note   | 2022<br>£ | 2021<br>£ (As restated) |
|------------------------------------------------------|--------|-----------|-------------------------|
| <b>Cash flows from operating activities</b>          |        |           |                         |
| Net income                                           |        | 304,543   | 777,037                 |
| <b>Adjustments to cash flows from non-cash items</b> |        |           |                         |
| Depreciation                                         | 14     | 92,960    | 94,498                  |
| Amortisation                                         | 14     | 84,911    | 84,911                  |
| Investment income                                    | 5      | (79,829)  | (55,890)                |
| Revaluation of investments                           |        | -         | (380,000)               |
|                                                      |        | 402,585   | 520,556                 |
| <b>Working capital adjustments</b>                   |        |           |                         |
| (Increase)/decrease in stocks                        | 16     | (48,195)  | 11,481                  |
| (Increase)/decrease in debtors                       | 17     | (17,300)  | 70,071                  |
| Decrease in creditors                                | 19     | (2,246)   | (164,577)               |
| Increase in deferred income                          | 20     | 17,552    | 9,616                   |
| Net cash flows from operating activities             |        | 352,396   | 447,147                 |
| <b>Cash flows from investing activities</b>          |        |           |                         |
| Interest receivable and similar income               | 5      | 79,829    | 55,890                  |
| Purchase of tangible fixed assets                    | 14     | (39,635)  | (65,861)                |
| Net cash flows from investing activities             |        | 40,194    | (9,971)                 |
| <b>Cash flows from financing activities</b>          |        |           |                         |
| Repayment of loans and borrowings                    | 19, 20 | (316,769) | (447,384)               |
| Net increase/(decrease) in cash and cash equivalents |        | 75,821    | (10,208)                |
| Cash and cash equivalents at 1 January               |        | 263,747   | 273,955                 |
| Cash and cash equivalents at 31 December             |        | 339,568   | 263,747                 |

All of the cash flows are derived from continuing operations during the above two periods.

## Norman Garon Trust

### Statement of Cash Flows for the Year Ended 31 December 2022

|                                                      | Note   | 2022<br>£            | 2021<br>£ (As restated) |
|------------------------------------------------------|--------|----------------------|-------------------------|
| <b>Cash flows from operating activities</b>          |        |                      |                         |
| Net income                                           |        | 433,032              | 898,729                 |
| <b>Adjustments to cash flows from non-cash items</b> |        |                      |                         |
| Depreciation                                         | 7      | 40,711               | 40,711                  |
| Investment income                                    |        | (275,188)            | (265,890)               |
| Revaluation of investments                           |        | -                    | (380,000)               |
|                                                      |        | <u>198,555</u>       | <u>293,550</u>          |
| <b>Working capital adjustments</b>                   |        |                      |                         |
| (Increase)/decrease in debtors                       | 17     | (76,165)             | 80,962                  |
| Decrease in creditors                                | 19     | <u>(67,693)</u>      | <u>(143,387)</u>        |
| Net cash flows from operating activities             |        | <u>54,697</u>        | <u>231,125</u>          |
| <b>Cash flows from investing activities</b>          |        |                      |                         |
| Interest receivable and similar income               |        | 275,188              | 265,890                 |
| Purchase of tangible fixed assets                    | 14     | <u>-</u>             | <u>(48,124)</u>         |
| Net cash flows from investing activities             |        | 275,188              | 217,766                 |
| <b>Cash flows from financing activities</b>          |        |                      |                         |
| Repayment of loans and borrowings                    | 19, 20 | <u>(272,608)</u>     | <u>(441,545)</u>        |
| Net increase in cash and cash equivalents            |        | 57,277               | 7,346                   |
| Cash and cash equivalents at 1 January               |        | <u>11,241</u>        | <u>3,895</u>            |
| Cash and cash equivalents at 31 December             | 18     | <u><u>68,518</u></u> | <u><u>11,241</u></u>    |

All of the cash flows are derived from continuing operations during the above two periods.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2022**

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#### **1 Charitable company status**

The charitable company is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charitable company in the event of liquidation.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **Statement of compliance**

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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

##### **Basis of preparation**

Norman Garon 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.

##### **Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the charitable company and its subsidiary undertakings drawn up to 31 December 2022.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charitable company made a surplus after tax for the financial year of £433,032 (2021 - surplus of £898,729).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2022**

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A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiary, which are related parties, are eliminated in full.

#### **Going concern**

The trustees consider that there are no material uncertainties about the group's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the group.

#### **Income and endowments**

All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

#### ***Grants receivable***

Grants are recognised when the group has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

#### ***Deferred income***

Deferred income represents membership fees and block and season ticket fees received for future periods and is released to incoming resources in the period for which it has been received.

#### **Expenditure**

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

#### ***Raising funds***

These are costs incurred in trading activities that raise funds.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2022**

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#### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### ***Grant provisions***

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

#### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

#### **Governance costs**

These include the costs attributable to the charitable company's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

#### **Government grants**

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants relating to revenue are recognised in income over the period in which the related costs are recognised.

#### **Taxation**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary is subject to corporation tax on any profit not donated to the parent charity.

#### **Goodwill**

Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

#### **Tangible fixed assets**

Individual fixed assets costing £1,000.00 or more are initially recorded at cost.

#### **Amortisation**

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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| Asset class               | Amortisation method and rate |
|---------------------------|------------------------------|
| Goodwill on consolidation | 10% straight line            |

#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

| Asset class                  | Depreciation method and rate             |
|------------------------------|------------------------------------------|
| Freehold land & buildings    | 5% straight line                         |
| Leasehold land and buildings | Straight line over the life of the lease |
| Furniture and equipment      | 20% or 33.3% reducing balance            |
| Motor vehicles               | 20% reducing balance                     |

#### Investment properties

Investment property is carried at fair value, valued with sufficient regularity by the trustees. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in profit or loss.

#### Business combinations

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

#### Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

#### Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

#### Trade debtors

Debtors with no stated interest rate and receivable within one year are recorded at transaction price.

#### 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.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2022**

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#### **Trade creditors**

Creditors with no stated interest rate and payable within one year are recorded at transaction price.

#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charitable company has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the group.

#### **Pensions and other post retirement obligations**

The group operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

#### **Financial instruments**

##### ***Classification***

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other receivables and payables.

Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of cash or other consideration expected to be paid or received.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

#### 3 Income from donations and legacies

|                                     | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|-------------------------------------|----------------------------|--------------------------|--------------------|
| Grants from companies               | 3,032                      | -                        | 3,032              |
|                                     | <u>3,032</u>               | <u>-</u>                 | <u>3,032</u>       |
|                                     | Unrestricted<br>funds<br>£ | Restrcted<br>funds<br>£  | Total<br>2021<br>£ |
| Government grants - Furlough income | 61,993                     | -                        | 61,993             |
| Grants from companies               | 20,612                     | -                        | 20,612             |
|                                     | <u>82,605</u>              | <u>-</u>                 | <u>82,605</u>      |

#### 4 Income from other trading activities

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Trading income;         |                            |                          |                    |
| Golf course             | 1,571,732                  | -                        | 1,571,732          |
| Shop sales              | 316,251                    | -                        | 316,251            |
| Food and catering sales | 548,864                    | -                        | 548,864            |
| Adventure golf          | 133,295                    | -                        | 133,295            |
| Other trading income    | 110,640                    | -                        | 110,640            |
|                         | <u>2,680,782</u>           | <u>-</u>                 | <u>2,680,782</u>   |
|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
| Trading income;         |                            |                          |                    |
| Golf course             | 1,359,630                  | -                        | 1,359,630          |
| Shop sales              | 272,559                    | -                        | 272,559            |
| Food and catering sales | 321,305                    | -                        | 321,305            |
| Adventure golf          | 173,158                    | -                        | 173,158            |
| Other trading income    | 10,092                     | -                        | 10,092             |
|                         | <u>2,136,744</u>           | <u>-</u>                 | <u>2,136,744</u>   |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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#### 5 Investment income

|                                        | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2022<br/>£</b> |
|----------------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Interest receivable and similar income | 2,709                               | -                                 | 2,709                       |
| Income from rents                      | 77,120                              | -                                 | 77,120                      |
|                                        | <u>79,829</u>                       | <u>-</u>                          | <u>79,829</u>               |

|                   | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
|-------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Income from rents | 55,890                              | -                                 | 55,890                      |
|                   | <u>55,890</u>                       | <u>-</u>                          | <u>55,890</u>               |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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#### 6 Expenditure on raising funds

##### a) Costs of trading activities

|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|----------------------------------------------------|----------------------------|--------------------------|--------------------|
| Trading subsidiary costs                           | 1,056,173                  | -                        | 1,056,173          |
| Depreciation, amortisation and other similar costs | 52,249                     | -                        | 52,249             |
| Staff Costs                                        | 758,312                    | -                        | 758,312            |
|                                                    | <u>1,866,734</u>           | <u>-</u>                 | <u>1,866,734</u>   |
|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
| Trading subsidiary costs                           | 858,102                    | -                        | 858,102            |
| Depreciation, amortisation and other similar costs | 53,787                     | -                        | 53,787             |
| Staff Costs                                        | 624,436                    | -                        | 624,436            |
|                                                    | <u>1,536,325</u>           | <u>-</u>                 | <u>1,536,325</u>   |

##### b) Investment management costs

|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------|
| Amounts payable to property managers | 13,277                     | -                        | 13,277             |
|                                      | <u>13,277</u>              | <u>-</u>                 | <u>13,277</u>      |
|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
| Amounts payable to property managers | 14,187                     | -                        | 14,187             |
|                                      | <u>14,187</u>              | <u>-</u>                 | <u>14,187</u>      |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### 7 Expenditure on charitable activities

|                               | <b>Note</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2022<br/>£</b> |
|-------------------------------|-------------|-------------------------------------|-----------------------------------|-----------------------------|
| Grant funding of activities   |             | 330,115                             | -                                 | 330,115                     |
| Allocated support costs       | 8           | 107,342                             | -                                 | 107,342                     |
| Governance costs              | 8           | 16,010                              | -                                 | 16,010                      |
| Depreciation and amortisation |             | 40,711                              | -                                 | 40,711                      |
|                               |             | <u>494,178</u>                      | <u>-</u>                          | <u>494,178</u>              |
|                               | <b>Note</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
| Grant funding of activities   |             | 125,000                             | -                                 | 125,000                     |
| Allocated support costs       | 8           | 62,068                              | -                                 | 62,068                      |
| Governance costs              | 8           | 15,000                              | -                                 | 15,000                      |
| Depreciation and amortisation |             | 40,711                              | -                                 | 40,711                      |
|                               |             | <u>242,779</u>                      | <u>-</u>                          | <u>242,779</u>              |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### 8 Analysis of governance and support costs

#### Charitable activities expenditure

|                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|-------------------|----------------------------|--------------------------|--------------------|
| Repairs           | 12,868                     | -                        | 12,868             |
| Rates             | 15,865                     | -                        | 15,865             |
| Insurance         | 13,997                     | -                        | 13,997             |
| Professional fees | 38,642                     | -                        | 38,642             |
| Interest payable  | 21,394                     | -                        | 21,394             |
| Bank charges      | 551                        | -                        | 551                |
| Sundry expenses   | 4,025                      | -                        | 4,025              |
|                   | <u>107,342</u>             | <u>-</u>                 | <u>107,342</u>     |

|                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|-------------------|----------------------------|--------------------------|--------------------|
| Repairs           | 2,552                      | -                        | 2,552              |
| Rates             | 7,921                      | -                        | 7,921              |
| Insurance         | 5,214                      | -                        | 5,214              |
| Professional fees | 12,230                     | -                        | 12,230             |
| Interest payable  | 31,846                     | -                        | 31,846             |
| Bank charges      | 514                        | -                        | 514                |
| Sundry expenses   | 1,791                      | -                        | 1,791              |
|                   | <u>62,068</u>              | <u>-</u>                 | <u>62,068</u>      |

#### Governance costs

|                                   | Total<br>2022<br>£ | Total<br>2021<br>£ |
|-----------------------------------|--------------------|--------------------|
| Audit fees                        |                    |                    |
| Audit of the financial statements | 10,200             | 9,500              |
| Other fees paid to auditors       | <u>5,810</u>       | <u>5,500</u>       |
|                                   | <u>16,010</u>      | <u>15,000</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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#### 9 Grant-making

##### Analysis of grants

|                 | Grants to institutions |                |
|-----------------|------------------------|----------------|
|                 | 2022                   | 2021           |
|                 | £                      | £              |
| <b>Analysis</b> |                        |                |
| Grants payable  | <u>330,115</u>         | <u>125,000</u> |

The support costs associated with grant-making are £Nil (31 December 2021 - £Nil).

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The charity also supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

Below are details of material grants made to institutions by the charity.

| Name of institution         | 2022           | 2021           |
|-----------------------------|----------------|----------------|
|                             | £              | £              |
| Essex County Scout Council  | 300,000        | 125,000        |
| Fowler, Smith & Jones Trust | 26,115         | -              |
| Essex Golf Union            | <u>4,000</u>   | <u>-</u>       |
|                             | <u>330,115</u> | <u>125,000</u> |

#### 10 Net incoming/outgoing resources

Net incoming resources for the year is stated after charging:

|                                        | 2022          | 2021          |
|----------------------------------------|---------------|---------------|
|                                        | £             | £             |
| Operating leases - plant and machinery | 108,040       | 77,018        |
| Audit fees                             | 10,200        | 9,500         |
| Other non-audit services               | 5,810         | 5,500         |
| Depreciation of fixed assets           | 92,960        | 94,498        |
| Amortisation of goodwill               | <u>84,911</u> | <u>84,911</u> |

#### 11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

#### 12 Staff costs

The aggregate payroll costs were as follows:

|                                          | 2022<br>£      | 2021<br>£      |
|------------------------------------------|----------------|----------------|
| <b>Staff costs during the year were:</b> |                |                |
| Wages and salaries                       | 703,040        | 585,021        |
| Social security costs                    | 43,830         | 31,296         |
| Pension costs                            | 11,442         | 8,119          |
|                                          | <u>758,312</u> | <u>624,436</u> |

The monthly average number of persons (including senior management / leadership team) employed by the group during the year expressed by head count was as follows:

|           | 2022<br>No | 2021<br>No |
|-----------|------------|------------|
| Employees | <u>42</u>  | <u>34</u>  |

No employee received emoluments of more than £60,000 during the year.

All staff costs are incurred in the trading subsidiary. The parent charity has no employees.

#### 13 Intangible fixed assets

##### Group

|                       | Goodwill<br>£  | Total<br>£     |
|-----------------------|----------------|----------------|
| <b>Cost</b>           |                |                |
| At 1 January 2022     | <u>849,108</u> | <u>849,108</u> |
| At 31 December 2022   | <u>849,108</u> | <u>849,108</u> |
| <b>Amortisation</b>   |                |                |
| At 1 January 2022     | 169,822        | 169,822        |
| Charge for the year   | <u>84,911</u>  | <u>84,911</u>  |
| At 31 December 2022   | <u>254,733</u> | <u>254,733</u> |
| <b>Net book value</b> |                |                |
| At 31 December 2022   | <u>594,375</u> | <u>594,375</u> |
| At 31 December 2021   | <u>679,286</u> | <u>679,286</u> |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### 14 Tangible fixed assets

#### Group

|                       | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-----------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>           |                            |                                 |                     |            |
| At 1 January 2022     | 3,434,423                  | 391,141                         | 5,000               | 3,830,564  |
| Additions             | 32,077                     | 7,558                           | -                   | 39,635     |
| At 31 December 2022   | 3,466,500                  | 398,699                         | 5,000               | 3,870,199  |
| <b>Depreciation</b>   |                            |                                 |                     |            |
| At 1 January 2022     | 250,581                    | 276,609                         | 4,637               | 531,827    |
| Charge for the year   | 51,364                     | 41,524                          | 72                  | 92,960     |
| At 31 December 2022   | 301,945                    | 318,133                         | 4,709               | 624,787    |
| <b>Net book value</b> |                            |                                 |                     |            |
| At 31 December 2022   | 3,164,555                  | 80,566                          | 291                 | 3,245,412  |
| At 31 December 2021   | 3,183,842                  | 114,532                         | 363                 | 3,298,737  |

#### Charitable company

|                       | Land and<br>buildings<br>£ | Total<br>£ |
|-----------------------|----------------------------|------------|
| <b>Cost</b>           |                            |            |
| At 1 January 2022     | 3,062,307                  | 3,062,307  |
| At 31 December 2022   | 3,062,307                  | 3,062,307  |
| <b>Depreciation</b>   |                            |            |
| At 1 January 2022     | 121,605                    | 121,605    |
| Charge for the year   | 40,711                     | 40,711     |
| At 31 December 2022   | 162,316                    | 162,316    |
| <b>Net book value</b> |                            |            |
| At 31 December 2022   | 2,899,991                  | 2,899,991  |
| At 31 December 2021   | 2,940,702                  | 2,940,702  |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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#### 15 Fixed asset investments

##### Group

|                       | 2022             | 2021             |
|-----------------------|------------------|------------------|
|                       | £                | £                |
| Investment properties | <u>1,800,000</u> | <u>1,800,000</u> |

##### Investment properties

|                          | Investment<br>properties<br>£ |
|--------------------------|-------------------------------|
| <b>Cost or Valuation</b> |                               |
| At 1 January 2022        | <u>1,800,000</u>              |
| <b>Provision</b>         |                               |
| At 31 December 2022      | <u>-</u>                      |
| <b>Net book value</b>    |                               |
| At 31 December 2022      | <u>1,800,000</u>              |
| At 31 December 2021      | <u>1,800,000</u>              |

The investment properties were revalued in February 2022 by Whirledge & Nott Limited.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

#### Charitable company

|                                                          | 2022<br>£        | 2021<br>£        |
|----------------------------------------------------------|------------------|------------------|
| Investment properties                                    | 1,800,000        | 1,800,000        |
| Shares in group undertakings and participating interests | 1,415,000        | 1,415,000        |
|                                                          | <u>3,215,000</u> | <u>3,215,000</u> |

#### Shares in group undertakings and participating interests

|                       | Subsidiary<br>undertakings<br>£ | Total<br>£ |
|-----------------------|---------------------------------|------------|
| <b>Cost</b>           |                                 |            |
| At 1 January 2022     | 1,415,000                       | 1,415,000  |
| At 31 December 2022   | 1,415,000                       | 1,415,000  |
| <b>Net book value</b> |                                 |            |
| At 31 December 2022   | 1,415,000                       | 1,415,000  |
| At 31 December 2021   | 1,415,000                       | 1,415,000  |

#### Details of undertakings

Details of the investments in which the charitable company holds 20% or more of the nominal value of any class of share capital are as follows:

| Undertaking                     | Country of<br>incorporation | Holding  | Proportion of voting rights<br>and shares held |      | Principal<br>activity |
|---------------------------------|-----------------------------|----------|------------------------------------------------|------|-----------------------|
|                                 |                             |          | 2022                                           | 2021 |                       |
| <b>Subsidiary undertakings</b>  |                             |          |                                                |      |                       |
| Garon Park Golf Complex Limited | England and Wales           | Ordinary | 100%                                           | 100% | Golf course complex   |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### 16 Stock

|        | Group          |               | Charity  |          |
|--------|----------------|---------------|----------|----------|
|        | 2022           | 2021          | 2022     | 2021     |
|        | £              | £             | £        | £        |
| Stocks | <u>142,049</u> | <u>93,854</u> | <u>-</u> | <u>-</u> |

### Group

The cost of stock recognised as an expense in the year amounted to £346,302 (2021 - £296,174).

### 17 Debtors

|                             | Group         |               | Charity       |          |
|-----------------------------|---------------|---------------|---------------|----------|
|                             | 2022          | 2021          | 2022          | 2021     |
|                             | £             | £             | £             | £        |
| Trade debtors               | 2,128         | -             | 2,128         | -        |
| Due from group undertakings | -             | -             | 58,122        | -        |
| Prepayments                 | 27,143        | 12,496        | 4,283         | -        |
| VAT recoverable             | 1,322         | 12,430        | -             | -        |
| Other debtors               | <u>11,633</u> | <u>-</u>      | <u>11,632</u> | <u>-</u> |
|                             | <u>42,226</u> | <u>24,926</u> | <u>76,165</u> | <u>-</u> |

### 18 Cash and cash equivalents

|              | Group          |                | Charity       |               |
|--------------|----------------|----------------|---------------|---------------|
|              | 2022           | 2021           | 2022          | 2021          |
|              | £              | £              | £             | £             |
| Cash at bank | <u>339,568</u> | <u>263,747</u> | <u>68,518</u> | <u>11,241</u> |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

#### 19 Creditors: amounts falling due within one year

|                                    | Group          |                 | Charity        |                 |
|------------------------------------|----------------|-----------------|----------------|-----------------|
|                                    | 2022           | 2021            | 2022           | 2021            |
|                                    | £              | £ (As restated) | £              | £ (As restated) |
| Bank loans                         | 23,642         | 32,247          | 23,642         | 22,608          |
| Trade creditors                    | 88,116         | 37,184          | -              | 663             |
| Other loans                        | 150,000        | 400,000         | 150,000        | 400,000         |
| Due to group undertakings          | -              | -               | -              | 8,287           |
| Other taxation and social security | 11,074         | 8,107           | -              | -               |
| VAT                                | 14,474         | 13,981          | 14,474         | 13,981          |
| Other creditors                    | 25,415         | 84,926          | -              | 50,000          |
| Pension scheme creditor            | 7,644          | 5,614           | -              | -               |
| Accruals                           | 46,741         | 45,898          | 20,253         | 29,489          |
| Deferred income                    | 143,976        | 126,424         | -              | -               |
|                                    | <u>511,082</u> | <u>754,381</u>  | <u>208,369</u> | <u>525,028</u>  |

Creditors due within one year includes the following liabilities on which security has been given:

|             | Group          |                | Charity        |                |
|-------------|----------------|----------------|----------------|----------------|
|             | 2022           | 2021           | 2022           | 2021           |
|             | £              | £              | £              | £              |
| Bank loans  | 23,642         | 22,608         | 23,642         | 22,608         |
| Other loans | <u>150,000</u> | <u>400,000</u> | <u>150,000</u> | <u>400,000</u> |
|             | <u>173,642</u> | <u>422,608</u> | <u>173,642</u> | <u>422,608</u> |

The bank loan is secured against the investment properties of the charity.

The loan from the Fowler, Smith & Jones Trust is secured against the leasehold property at Garon Park Golf Complex.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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#### Bank borrowings

A Lloyds Bank 5 year loan is denominated in £ with a nominal interest rate of 4.51%, and the final instalment is due on 18 July 2024. The carrying amount at year end is £176,947 (2021 - £199,555).

#### Other borrowing

A loan from the Fowler Smith & Jones Trust with a carrying amount at the year end of £150,000 (2021 - £400,000) is denominated in £ with a nominal interest rate of 4% (2021 - 4%).

#### Deferred income

|                                        | 2022<br>£      | 2021<br>£      |
|----------------------------------------|----------------|----------------|
| Deferred income at 1 January 2022      | 126,424        | 116,808        |
| Resources deferred in the period       | 143,976        | 126,424        |
| Amounts released from previous periods | (126,424)      | (116,808)      |
| Deferred income at year end            | <u>143,976</u> | <u>126,424</u> |

The deferred income relates to membership fees received by the subsidiary that relate to future periods.

#### 20 Creditors: amounts falling due after one year

|            | Group          |                | Charity        |                |
|------------|----------------|----------------|----------------|----------------|
|            | 2022<br>£      | 2021<br>£      | 2022<br>£      | 2021<br>£      |
| Bank loans | <u>153,305</u> | <u>211,469</u> | <u>153,305</u> | <u>176,947</u> |

Creditors amounts falling due after more than one year includes the following liabilities on which security has been given:

|            | Group          |                | Charity        |                |
|------------|----------------|----------------|----------------|----------------|
|            | 2022<br>£      | 2021<br>£      | 2022<br>£      | 2021<br>£      |
| Bank loans | <u>153,305</u> | <u>176,947</u> | <u>153,305</u> | <u>176,947</u> |

The bank loans are secured against the investment properties of the charity.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

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#### 21 Obligations under leases and hire purchase contracts

##### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

|                            | Group          |                | Charity  |          |
|----------------------------|----------------|----------------|----------|----------|
|                            | 2022           | 2021           | 2022     | 2021     |
|                            | £              | £              | £        | £        |
| <b>Other</b>               |                |                |          |          |
| Within one year            | 109,913        | 108,040        | -        | -        |
| Between one and five years | 63,342         | 160,839        | -        | -        |
| After five years           | 3,725          | -              | -        | -        |
|                            | <u>176,980</u> | <u>268,879</u> | <u>-</u> | <u>-</u> |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### 22 Funds

#### Group

|                           | Balance at 1<br>January<br>2022<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2022<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,194,700</u>                     | <u>2,763,643</u>           | <u>(2,459,100)</u>         | <u>-</u>                                   | <u>5,499,243</u>                          |

|                           | Balance at 1<br>January<br>2021<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2021<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>4,417,663</u>                     | <u>2,275,239</u>           | <u>(1,878,202)</u>         | <u>380,000</u>                             | <u>5,194,700</u>                          |

#### Charity

|                           | Balance at 1<br>January<br>2022<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2022<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>5,464,968</u>                     | <u>932,237</u>             | <u>(499,205)</u>           | <u>-</u>                                   | <u>5,898,000</u>                          |

|                           | Balance at 1<br>January<br>2021<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2021<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>4,566,239</u>                     | <u>767,695</u>             | <u>(248,966)</u>           | <u>380,000</u>                             | <u>5,464,968</u>                          |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### 23 Analysis of net assets between funds

#### Group

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Intangible fixed assets | 594,375                    | -                        | 594,375            |
| Tangible fixed assets   | 3,245,412                  | -                        | 3,245,412          |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000          |
| Current assets          | 523,843                    | -                        | 523,843            |
| Current liabilities     | (511,082)                  | -                        | (511,082)          |
| Creditors over 1 year   | (153,305)                  | -                        | (153,305)          |
| Total net assets        | <u>5,499,243</u>           | <u>-</u>                 | <u>5,499,243</u>   |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ (As restated) |
|-------------------------|----------------------------|--------------------------|----------------------------------|
| Intangible fixed assets | 679,286                    | -                        | 679,286                          |
| Tangible fixed assets   | 3,298,737                  | -                        | 3,298,737                        |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000                        |
| Current assets          | 382,527                    | -                        | 382,527                          |
| Current liabilities     | (754,381)                  | -                        | (754,381)                        |
| Creditors over 1 year   | (211,469)                  | -                        | (211,469)                        |
| Total net assets        | <u>5,194,700</u>           | <u>-</u>                 | <u>5,194,700</u>                 |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2022

### Charity

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£               |
|-------------------------|----------------------------|--------------------------|----------------------------------|
| Tangible fixed assets   | 2,899,991                  | -                        | 2,899,991                        |
| Fixed asset investments | 3,215,000                  | -                        | 3,215,000                        |
| Current assets          | 144,683                    | -                        | 144,683                          |
| Current liabilities     | (208,369)                  | -                        | (208,369)                        |
| Creditors over 1 year   | (153,305)                  | -                        | (153,305)                        |
| Total net assets        | <u>5,898,000</u>           | <u>-</u>                 | <u>5,898,000</u>                 |
|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ (As restated) |
| Tangible fixed assets   | 2,940,702                  | -                        | 2,940,702                        |
| Fixed asset investments | 3,215,000                  | -                        | 3,215,000                        |
| Current assets          | 11,241                     | -                        | 11,241                           |
| Current liabilities     | (525,028)                  | -                        | (525,028)                        |
| Creditors over 1 year   | (176,947)                  | -                        | (176,947)                        |
| Total net assets        | <u>5,464,968</u>           | <u>-</u>                 | <u>5,464,968</u>                 |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2022

#### 24 Analysis of changes in net debt

##### Group

|                                   | At 1 January<br>2022<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2022<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 263,747                   | 73,436                       | 337,183                        |
| Debt due within one year          | (432,247)                 | 258,605                      | (173,642)                      |
| Debt due after more than one year | (211,469)                 | 58,164                       | (153,305)                      |
| Net debt                          | <u>(379,969)</u>          | <u>390,205</u>               | <u>10,236</u>                  |

|                                   | At 1 January<br>2021<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2021<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 273,955                   | (10,208)                     | 263,747                        |
| Debt due within one year          | (644,305)                 | 212,058                      | (432,247)                      |
| Debt due after more than one year | (441,275)                 | 229,806                      | (211,469)                      |
| Net debt                          | <u>(811,625)</u>          | <u>431,656</u>               | <u>(379,969)</u>               |

#### 25 Related party transactions

##### Group

During the year the group made the following related party transactions:

##### **Marlborough House Partners LLP**

(P J Tolhurst is a partner)

During the year, £25,000 (2021: £22,000) was paid to Marlborough House Partners LLP for the management and administration of the charity. At the balance sheet date the amount due to/from Marlborough House Partners LLP was £Nil (2021 - £Nil).

##### **Whirledge and Nott**

(M E Hughes is a director and shareholder)

During the year, £4,277 (2021: £3,187) was paid to Whirledge and Nott, Chartered Surveyors, These fees are in respect of management charges for collecting rents and arranging maintenance of the properties on the charity's behalf. At the balance sheet date the amount due to/from Whirledge and Nott was £Nil (2021 - £Nil).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2022**

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#### **Fowler Smith & Jones Trust**

(P J Tolhurst & R Furlonger are trustees)

A loan agreement was entered into in 2020 in which the charity borrowed £800,000 from the Fowler Smith & Jones Trust. During the year, the charity paid the Fowler Smith & Jones Trust interest of £12,886 (2021: £15,825). Norman Garon Trust also has an arrangement to pay grant monies to the Fowler, Smith & Jones Trust for redistribution to other charities. At the balance sheet date the amount due to Fowler Smith & Jones Trust was £150,000 (2021 - £400,000).

#### **Essex County Scout Council**

(P Stennett & R Bye are trustees)

During the year, the Essex County Scout Council received £300,000 of grants from Norman Garon Trust. At the balance sheet date the amount due to/from Essex County Scout Council was £Nil (2021 - £Nil).

#### **26 Prior period adjustment**

The figures in prior periods have been adjusted to reflect the correct treatment of deferred membership fees in the subsidiary. As a result, in the comparative figures, income has increased by £17,463, accruals and deferred income has decreased by £106,718, and the retained earnings carried forward has increased by £89,255.

The prior period figures have also been adjusted to include additional accruals in the charity as at 31 December 2021. This has the effect of increasing expenditure by £7,921, increasing accruals by £17,489, and reducing retained earnings carried forward by £9,568.

**NORMAN GARON TRUST**

England & Wales - Charity number 1120656

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# Accounts

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Company registration number: 06291022

Charity registration number: 01120656

# Norman Garon Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2021

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

# **Norman Garon Trust**

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## Norman Garon Trust

### Reference and Administrative Details

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|                                    |                                                                                                                                                    |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Company Registration Number</b> | 06291022                                                                                                                                           |
| <b>Charity Registration Number</b> | 01120656                                                                                                                                           |
| <b>Trustees</b>                    | P J Tolhurst<br>R A Bye<br>R C L Furlonger<br>M E Hughes<br>P J Stennett                                                                           |
| <b>Secretary</b>                   | P J Tolhurst                                                                                                                                       |
| <b>Registered Office</b>           | Third Floor<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN<br><br>The charity is incorporated in England and Wales. |
| <b>Solicitors</b>                  | Marlborough House Partners LLP<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN                                       |
| <b>Bankers</b>                     | Lloyds Bank Plc<br>77 High Street<br>Southend-on-Sea<br>Essex<br>SS1 1HT                                                                           |
| <b>Auditor</b>                     | Edmund Carr LLP<br>Chartered Accountants & Statutory Auditor<br>146 New London Road<br>Chelmsford<br>Essex<br>CM2 0AW                              |

# **Norman Garon Trust**

## **Trustees' Report**

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The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 December 2021. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity trust deed, the Companies Act 2006 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 (FRS 102).

### **Objectives and activities**

#### ***Objects and aims***

The objectives of the charity are such charitable purposes as the Trustees determine and in particular to promote and provide funding for scouting organisations in Essex and to generally assist young people in the same area. The charity aims in particular to establish and maintain a scouting presence in Sutton Manor and the immediate and surrounding areas. In achieving its objectives and aims the charity hopes to enrich the lives of Essex's youth and local communities.

#### ***Public benefit***

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

#### ***Grant making policies***

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The amount made available for distribution is based on an annual budget of projected applications received from The Scout Council, with actual expenditure monitored by the trustees by way of reports received from The Scout Council. Applications received by the Scout Council's Grants Committee are from Scout Groups, Scout Districts, individual Scout members and the County itself, with members of the Committee visiting the applicants to assess such requests and ensure that all grants are properly spent. Additionally the charity makes grants for capital projects undertaken by The Scout Council itself, as well as supporting specific scouting activities in the Sutton Manor area. Further, the charity supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

# Norman Garon Trust

## Trustees' Report

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### Financial review

The group received income from the following sources during the year:-

- a. Investment income from letting residential properties.
- b. Income from the golf complex at Garon Park.
- c. Income from the adventure golf facility at Garon Park.

The Trust relies on the income yield from its investments and monitors this by;

- Regular reports from, and by, retaining a seat on the board of Garon Park Golf Complex Limited
- Active management, through an agent, of its residential portfolio.

During the year the group received income of £2,233,343 (2020: £1,441,345).

The costs of generating funds during the year were for governing the charity, maintaining the investment properties and pursuing opportunities for further capital profits. Marlborough House Partners LLP, in which firm trustee P.J. Tolhurst is a partner, provided administrative, development and compliance services during the year. Whirledge & Nott, chartered surveyors, in which trustee, M.E. Hughes is a director, provided management and valuation services in respect of the investment properties.

During the year the group incurred costs of £1,845,848 (2020: £1,316,288) including £125,000 (2020: £95,300) in respect of grants and sponsorship.

At the year-end the group had total unrestricted funds of £5,105,471 (2020: £4,337,976).

### *Policy on reserves*

The trustees endeavour to ensure that the funds of the charity retain their value in real terms. This has previously been achieved by accumulating sufficient income in reserves to at least match inflation. Additionally, the Trustees look to a level of reserves now maintained to ensure the smooth running of the charity and to enable the trustees to maintain a steady level of grants without resorting to capital funds.

Reflecting the long term nature of the trustee investment portfolio, the trustees believe that sufficient resources should be retained equivalent to the greater of 6 months income or 6 months overheads and committed grants at any time, to mitigate any temporary loss of income.

### Plans for future periods

#### *Aims and key objectives for future periods*

The charity's future aims are to maintain and enhance its income stream so as to be able to increase the quantum of grants it can make and also, or in the alternative, to provide direct and indirect benefits to the community in the Southend-on-Sea and Rochford areas. It is currently pursuing plans for further developments at Garon Park.

### Going concern

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

# **Norman Garon Trust**

## **Trustees' Report**

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### **Structure, governance and management**

#### ***Recruitment and appointment of trustees***

The power to appoint new trustees is vested in the trustees. Upon appointment a new trustee is provided with copies of the last report and accounts, the minutes of the last meeting and a copy of the grant making policies.

#### ***Induction and training of trustees***

At the new trustee's first meeting the Chairman explains how the charity operates, answers any questions and explains points throughout the meeting and all subsequent meetings.

#### ***Organisational structure***

The Norman Garon Trust charity is established as a company limited by guarantee incorporated on 25 June 2007, under company number 6291022. It is also registered as a charity with the Charity Commission, number 1120656. The charity's governing document is its Memorandum and Articles of Association. The investment policy of the trustees is to maximise the long-term income of the charity to meet its stated main objectives of providing grants and loans to organisations in Essex.

#### ***Major risks and management of those risks***

The trustees have reviewed the major risks for the charity and have ensured adequate procedures have been established to manage the risks. As a consequence, the trustees believe that the charity is well placed to manage its business risks successfully despite the current uncertain economic climate.

# **Norman Garon Trust**

## **Trustees' Report**

---

### **Statement of Trustees' Responsibilities**

The trustees (who are also the directors of Norman Garon Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations. The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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

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

### **Disclosure of information to auditor**

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

### **Reappointment of auditor**

The auditors Edmund Carr LLP are deemed to be reappointed under section 487(2) of the Companies Act 2006.

The annual report was approved by the trustees of the charity on 4 May 2022 and signed on its behalf by:

**P J Tolhurst**  
.....

P J Tolhurst  
Company Secretary and Trustee

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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#### **Opinion**

We have audited the financial statements of Norman Garon Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 December 2021, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Cash Flows, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 5), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

#### **Auditor responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows;

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by;

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considered the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows;

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by;

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considered the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

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To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Enquiring of management as to actual and potential litigation and claims

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**S Morrell**

.....  
Sandra Morrell FCCA (Senior Statutory Auditor)  
For and on behalf of Edmund Carr LLP, Statutory Auditor

146 New London Road  
Chelmsford  
Essex  
CM2 0AW

13 May 2022

## Norman Garon Trust

### Consolidated Statement of Financial Activities for the Year Ended 31 December 2021 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

|                                    | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|------------------------------------|------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income and Endowments from:</b> |      |                            |                          |                    |                    |
| Donations and grants               | 3    | 82,605                     | -                        | 82,605             | 69,473             |
| Other trading activities           | 4    | 2,119,281                  | -                        | 2,119,281          | 1,260,747          |
| Investment income                  | 5    | 31,457                     | -                        | 31,457             | 111,125            |
| Total income                       |      | <u>2,233,343</u>           | <u>-</u>                 | <u>2,233,343</u>   | <u>1,441,345</u>   |
| <b>Expenditure on:</b>             |      |                            |                          |                    |                    |
| Raising funds                      | 6    | 1,526,079                  | -                        | 1,526,079          | 1,009,783          |
| Charitable activities              | 7    | 234,858                    | -                        | 234,858            | 221,594            |
| Other expenditure                  |      | <u>84,911</u>              | <u>-</u>                 | <u>84,911</u>      | <u>84,911</u>      |
| Total expenditure                  |      | <u>1,845,848</u>           | <u>-</u>                 | <u>1,845,848</u>   | <u>1,316,288</u>   |
| Gains/losses on investment assets  |      | <u>380,000</u>             | <u>-</u>                 | <u>380,000</u>     | <u>-</u>           |
| Net income                         |      | <u>767,495</u>             | <u>-</u>                 | <u>767,495</u>     | <u>125,057</u>     |
| Net movement in funds              |      | 767,495                    | -                        | 767,495            | 125,057            |
| <b>Reconciliation of funds</b>     |      |                            |                          |                    |                    |
| Total funds brought forward        |      | <u>4,337,976</u>           | <u>-</u>                 | <u>4,337,976</u>   | <u>4,212,919</u>   |
| Total funds carried forward        | 22   | <u>5,105,471</u>           | <u>-</u>                 | <u>5,105,471</u>   | <u>4,337,976</u>   |

All of the group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2020 is shown in note 22.

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Consolidated Balance Sheet as at 31 December 2021**

|                                                                | Note | 2021<br>£               | 2020<br>£               |
|----------------------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                                            |      |                         |                         |
| Intangible assets                                              | 13   | 679,286                 | 764,197                 |
| Tangible assets                                                | 14   | 3,298,737               | 3,327,374               |
| Investments                                                    |      | <u>1,800,000</u>        | <u>1,420,000</u>        |
|                                                                |      | <u>5,778,023</u>        | <u>5,511,571</u>        |
| <b>Current assets</b>                                          |      |                         |                         |
| Stocks                                                         | 16   | 93,854                  | 105,335                 |
| Debtors                                                        | 17   | 24,926                  | 94,997                  |
| Cash at bank and in hand                                       | 18   | <u>263,747</u>          | <u>273,955</u>          |
|                                                                |      | 382,527                 | 474,287                 |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(843,610)</u>        | <u>(1,206,607)</u>      |
| <b>Net current liabilities</b>                                 |      | <u>(461,083)</u>        | <u>(732,320)</u>        |
| <b>Total assets less current liabilities</b>                   |      | 5,316,940               | 4,779,251               |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(211,469)</u>        | <u>(441,275)</u>        |
| <b>Net assets</b>                                              |      | <u><u>5,105,471</u></u> | <u><u>4,337,976</u></u> |
| <b>Funds of the group:</b>                                     |      |                         |                         |
| <b>Unrestricted income funds</b>                               |      |                         |                         |
| Unrestricted funds                                             |      | <u>5,105,471</u>        | <u>4,337,976</u>        |
| <b>Total funds</b>                                             | 22   | <u><u>5,105,471</u></u> | <u><u>4,337,976</u></u> |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 10 to 36 were approved by the trustees, and authorised for issue on 4 May 2022 and signed on their behalf by:

**P J Tolhurst**  
.....  
P J Tolhurst  
Company Secretary and Trustee

**Norman Garon Trust**  
**(Registration number: 06291022)**  
**Balance Sheet as at 31 December 2021**

|                                                                | Note | 2021<br>£        | 2020<br>£        |
|----------------------------------------------------------------|------|------------------|------------------|
| <b>Fixed assets</b>                                            |      |                  |                  |
| Tangible assets                                                | 14   | 2,940,702        | 2,933,289        |
| Investments                                                    | 15   | <u>3,215,000</u> | <u>2,835,000</u> |
|                                                                |      | <u>6,155,702</u> | <u>5,768,289</u> |
| <b>Current assets</b>                                          |      |                  |                  |
| Debtors                                                        | 17   | -                | 80,962           |
| Cash at bank and in hand                                       | 18   | <u>11,241</u>    | <u>3,895</u>     |
|                                                                |      | 11,241           | 84,857           |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(525,002)</u> | <u>(880,544)</u> |
| <b>Net current liabilities</b>                                 |      | <u>(513,761)</u> | <u>(795,687)</u> |
| <b>Total assets less current liabilities</b>                   |      | 5,641,941        | 4,972,602        |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(176,947)</u> | <u>(396,795)</u> |
| <b>Net assets</b>                                              |      | <u>5,464,994</u> | <u>4,575,807</u> |
| <b>Funds of the charity:</b>                                   |      |                  |                  |
| <b>Unrestricted income funds</b>                               |      |                  |                  |
| Unrestricted funds                                             |      | <u>5,464,994</u> | <u>4,575,807</u> |
| <b>Total funds</b>                                             | 22   | <u>5,464,994</u> | <u>4,575,807</u> |

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 10 to 36 were approved by the trustees, and authorised for issue on 4 May 2022 and signed on their behalf by:

P J Tolhurst  
P J Tolhurst  
Company Secretary and Trustee

## Norman Garon Trust

### Consolidated Statement of Cash Flows for the Year Ended 31 December 2021

|                                                                  | Note   | 2021<br>£ | 2020<br>£ |
|------------------------------------------------------------------|--------|-----------|-----------|
| <b>Cash flows from operating activities</b>                      |        |           |           |
| Net income                                                       |        | 767,495   | 125,057   |
| <b>Adjustments to cash flows from non-cash items</b>             |        |           |           |
| Depreciation                                                     | 14     | 94,498    | 95,059    |
| Amortisation                                                     | 14     | 84,911    | 84,911    |
| Investment income                                                | 5      | (31,457)  | (111,125) |
| Revaluation of investments                                       |        | (380,000) | -         |
|                                                                  |        | 535,447   | 193,902   |
| <b>Working capital adjustments</b>                               |        |           |           |
| Decrease/(increase) in stocks                                    | 16     | 11,481    | (105,335) |
| Decrease/(increase) in debtors                                   | 17     | 70,071    | (50,586)  |
| (Decrease)/increase in creditors                                 | 19     | (171,677) | 275,068   |
| Increase in deferred income                                      | 20     | 26,258    | 206,884   |
| Net cash flows from operating activities                         |        | 471,580   | 519,933   |
| <b>Cash flows from investing activities</b>                      |        |           |           |
| Interest receivable and similar income                           | 5      | 31,457    | 111,125   |
| Net of payment on acquisition of subsidiary less subsidiary cash | 13     | -         | (849,108) |
| Purchase of tangible fixed assets                                | 14     | (65,861)  | (68,925)  |
| Net cash flows from investing activities                         |        | (34,404)  | (806,908) |
| <b>Cash flows from financing activities</b>                      |        |           |           |
| Value of new loans obtained during the period                    | 19, 20 | -         | 850,000   |
| Repayment of loans and borrowings                                | 19, 20 | (447,384) | (242,074) |
| Net cash flows from financing activities                         |        | (447,384) | 607,926   |
| Net (decrease)/increase in cash and cash equivalents             |        | (10,208)  | 320,951   |
| Cash and cash equivalents at 1 January                           |        | 273,955   | (46,996)  |
| Cash and cash equivalents at 31 December                         |        | 263,747   | 273,955   |

All of the cash flows are derived from continuing operations during the above two periods.

## Norman Garon Trust

### Statement of Cash Flows for the Year Ended 31 December 2021

|                                                       | Note   | 2021<br>£            | 2020<br>£           |
|-------------------------------------------------------|--------|----------------------|---------------------|
| <b>Cash flows from operating activities</b>           |        |                      |                     |
| Net income                                            |        | 889,187              | 362,888             |
| <b>Adjustments to cash flows from non-cash items</b>  |        |                      |                     |
| Depreciation                                          | 7      | 40,711               | 40,711              |
| Investment income                                     |        | (265,890)            | (262,628)           |
| Revaluation of investments                            |        | (380,000)            | -                   |
|                                                       |        | <u>284,008</u>       | <u>140,971</u>      |
| <b>Working capital adjustments</b>                    |        |                      |                     |
| Decrease/(increase) in debtors                        | 17     | 80,962               | (36,551)            |
| (Decrease)/increase in creditors                      | 19     | (133,845)            | 221,477             |
| Net cash flows from operating activities              |        | <u>231,125</u>       | <u>325,897</u>      |
| <b>Cash flows from investing activities</b>           |        |                      |                     |
| Interest receivable and similar income                |        | 265,890              | 262,628             |
| Purchase of tangible fixed assets                     | 14     | (48,124)             | (10,560)            |
| Acquisition of investments in subsidiary undertakings |        | -                    | (1,085,000)         |
| Net cash flows from investing activities              |        | <u>217,766</u>       | <u>(832,932)</u>    |
| <b>Cash flows from financing activities</b>           |        |                      |                     |
| Value of new loans obtained during the period         | 19, 20 | -                    | 800,000             |
| Repayment of loans and borrowings                     | 19, 20 | (441,545)            | (242,074)           |
| Net cash flows from financing activities              |        | <u>(441,545)</u>     | <u>557,926</u>      |
| Net increase in cash and cash equivalents             |        | 7,346                | 50,891              |
| Cash and cash equivalents at 1 January                |        | <u>3,895</u>         | <u>(46,996)</u>     |
| Cash and cash equivalents at 31 December              | 18     | <u><u>11,241</u></u> | <u><u>3,895</u></u> |

All of the cash flows are derived from continuing operations during the above two periods.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2021**

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#### **1 Charity status**

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **Statement of compliance**

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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

##### **Basis of preparation**

Norman Garon 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.

##### **Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the charity and its subsidiary undertakings drawn up to 31 December 2021.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charity made a surplus for the financial year of £889,187 (2020 - surplus of £362,888).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2021**

---

A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiaries, which are related parties, are eliminated in full.

#### **Going concern**

The trustees consider that there are no material uncertainties about the group's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the group.

#### **Income and endowments**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

#### ***Grants receivable***

Grants are recognised when the group has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

#### ***Deferred income***

Deferred income represents membership fees and block and season ticket fees received for future periods and is released to incoming resources in the period for which it has been received.

#### **Expenditure**

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

#### ***Raising funds***

These are costs incurred in trading activities that raise funds.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2021**

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#### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### ***Grant provisions***

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

#### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

#### **Governance costs**

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

#### **Government grants**

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants relating to revenue are recognised in income over the period in which the related costs are recognised.

#### **Taxation**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary is subject to corporation tax on any profit not donated to the parent charity.

#### **Goodwill**

Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

#### **Tangible fixed assets**

Individual fixed assets costing £1,000.00 or more are initially recorded at cost.

#### **Amortisation**

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

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| Asset class               | Amortisation method and rate |
|---------------------------|------------------------------|
| Goodwill on consolidation | 10% straight line            |

#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

| Asset class                  | Depreciation method and rate             |
|------------------------------|------------------------------------------|
| Freehold land & buildings    | 5% straight line                         |
| Leasehold land and buildings | Straight line over the life of the lease |
| Furniture and equipment      | 20% or 33.3% reducing balance            |
| Motor vehicles               | 20% reducing balance                     |

#### Investment properties

Investment property is carried at fair value, valued with sufficient regularity by the trustees. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in profit or loss.

#### Business combinations

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

#### Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

#### Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

#### Trade debtors

Debtors with no stated interest rate and receivable within one year are recorded at transaction price.

#### 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.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2021**

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#### **Trade creditors**

Creditors with no stated interest rate and payable within one year are recorded at transaction price.

#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the group.

#### **Pensions and other post retirement obligations**

The group operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

#### **Financial instruments**

##### ***Classification***

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other receivables and payables.

Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of cash or other consideration expected to be paid or received.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

#### 3 Income from donations and legacies

|                                     | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£  | Total<br>2021<br>£ |
|-------------------------------------|----------------------------|---------------------------|--------------------|
| Government grants - Furlough income | 61,993                     | -                         | 61,993             |
| Grants from companies               | 20,612                     | -                         | 20,612             |
|                                     | <u>82,605</u>              | <u>-</u>                  | <u>82,605</u>      |
|                                     | Unrestricted<br>funds<br>£ | Restrctited<br>funds<br>£ | Total<br>2020<br>£ |
| Government grants - Furlough income | 69,473                     | -                         | 69,473             |
|                                     | <u>69,473</u>              | <u>-</u>                  | <u>69,473</u>      |

#### 4 Income from other trading activities

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Trading income;         |                            |                          |                    |
| Golf course             | 1,342,167                  | -                        | 1,342,167          |
| Shop sales              | 272,559                    | -                        | 272,559            |
| Food and catering sales | 321,305                    | -                        | 321,305            |
| Adventure golf          | 173,158                    | -                        | 173,158            |
| Other trading income    | 10,092                     | -                        | 10,092             |
|                         | <u>2,119,281</u>           | <u>-</u>                 | <u>2,119,281</u>   |
|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
| Trading income;         |                            |                          |                    |
| Golf course             | 843,895                    | -                        | 843,895            |
| Shop sales              | 172,391                    | -                        | 172,391            |
| Food and catering sales | 122,112                    | -                        | 122,112            |
| Adventure golf          | 110,198                    | -                        | 110,198            |
| Other trading income    | 12,151                     | -                        | 12,151             |
|                         | <u>1,260,747</u>           | <u>-</u>                 | <u>1,260,747</u>   |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

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The trading activities take place within Garon Park Golf Complex Limited. Before 14 April 2020, Garon Park Golf Complex Limited was accounted for as an associate and so its income and expenditure during that time was not required to be included in group accounts. The comparative figures therefore are not entirely comparable.

#### 5 Investment income

|                                        | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
|----------------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Income from rents                      | 31,457                              | -                                 | 31,457                      |
|                                        | <u>31,457</u>                       | <u>-</u>                          | <u>31,457</u>               |
|                                        | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2020<br/>£</b> |
| Interest receivable and similar income | 41                                  | -                                 | 41                          |
| Income from rents                      | 111,084                             | -                                 | 111,084                     |
|                                        | <u>111,125</u>                      | <u>-</u>                          | <u>111,125</u>              |

Before 14 April 2020, Garon Park Golf Complex Limited was accounted for as an associate and so any rent payable to Norman Garon Trust before that date was required to be included as group income. The comparative figures therefore are not entirely comparable.

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### 6 Expenditure on raising funds

#### a) Costs of trading activities

|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|----------------------------------------------------|----------------------------|--------------------------|--------------------|
| Trading subsidiary costs                           | 833,669                    | -                        | 833,669            |
| Depreciation, amortisation and other similar costs | 53,787                     | -                        | 53,787             |
| Staff Costs                                        | 624,436                    | -                        | 624,436            |
|                                                    | <u>1,511,892</u>           | <u>-</u>                 | <u>1,511,892</u>   |
|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
| Trading subsidiary costs                           | 550,655                    | -                        | 550,655            |
| Depreciation, amortisation and other similar costs | 38,714                     | -                        | 38,714             |
| Staff Costs                                        | 399,227                    | -                        | 399,227            |
|                                                    | <u>988,596</u>             | <u>-</u>                 | <u>988,596</u>     |

#### b) Investment management costs

|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------|
| Amounts payable to property managers | 14,187                     | -                        | 14,187             |
|                                      | <u>14,187</u>              | <u>-</u>                 | <u>14,187</u>      |
|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
| Amounts payable to property managers | 21,187                     | -                        | 21,187             |
|                                      | <u>21,187</u>              | <u>-</u>                 | <u>21,187</u>      |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### 7 Expenditure on charitable activities

|                               | <b>Note</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
|-------------------------------|-------------|-------------------------------------|-----------------------------------|-----------------------------|
| Grant funding of activities   |             | 125,000                             | -                                 | 125,000                     |
| Allocated support costs       | 8           | 54,147                              | -                                 | 54,147                      |
| Governance costs              | 8           | 15,000                              | -                                 | 15,000                      |
| Depreciation and amortisation |             | 40,711                              | -                                 | 40,711                      |
|                               |             | <u>234,858</u>                      | <u>-</u>                          | <u>234,858</u>              |
|                               |             |                                     |                                   |                             |
|                               | <b>Note</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2020<br/>£</b> |
| Grant funding of activities   |             | 95,300                              | -                                 | 95,300                      |
| Allocated support costs       | 8           | 70,583                              | -                                 | 70,583                      |
| Governance costs              | 8           | 15,000                              | -                                 | 15,000                      |
| Depreciation and amortisation |             | 40,711                              | -                                 | 40,711                      |
|                               |             | <u>221,594</u>                      | <u>-</u>                          | <u>221,594</u>              |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### 8 Analysis of governance and support costs

#### Charitable activities expenditure

|                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|-------------------|----------------------------|--------------------------|--------------------|
| Repairs           | 50,676                     | -                        | 50,676             |
| Insurance         | 5,214                      | -                        | 5,214              |
| Professional fees | 12,230                     | -                        | 12,230             |
| Interest payable  | 31,846                     | -                        | 31,846             |
| Bank charges      | 514                        | -                        | 514                |
| Sundry expenses   | 1,791                      | -                        | 1,791              |
|                   | <u>102,271</u>             | <u>-</u>                 | <u>102,271</u>     |

|                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------|----------------------------|--------------------------|--------------------|
| Repairs           | 387                        | -                        | 387                |
| Insurance         | 4,600                      | -                        | 4,600              |
| Professional fees | 23,981                     | -                        | 23,981             |
| Interest payable  | 41,571                     | -                        | 41,571             |
| Bank charges      | 21                         | -                        | 21                 |
| Sundry expenses   | 23                         | -                        | 23                 |
|                   | <u>70,583</u>              | <u>-</u>                 | <u>70,583</u>      |

#### Governance costs

|                                   | Total<br>2021<br>£ | Total<br>2020<br>£ |
|-----------------------------------|--------------------|--------------------|
| Audit fees                        |                    |                    |
| Audit of the financial statements | 9,500              | 9,500              |
| Other fees paid to auditors       | <u>5,500</u>       | <u>5,500</u>       |
|                                   | <u>15,000</u>      | <u>15,000</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

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#### 9 Grant-making

##### Analysis of grants

|                 | Grants to institutions |               |
|-----------------|------------------------|---------------|
|                 | 2021                   | 2020          |
|                 | £                      | £             |
| <b>Analysis</b> |                        |               |
| Grants payable  | <u>125,000</u>         | <u>95,300</u> |

The support costs associated with grant-making are £Nil (31 December 2020 - £Nil).

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The charity also supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

Below are details of material grants made to institutions by the charity.

| Name of institution        | 2021           | 2020          |
|----------------------------|----------------|---------------|
|                            | £              | £             |
| Essex County Scout Council | 125,000        | 90,000        |
| Essex Golf Union           | -              | 4,000         |
| Other institutions         | -              | 1,300         |
|                            | <u>125,000</u> | <u>95,300</u> |

#### 10 Net incoming/outgoing resources

Net incoming resources for the year is stated after charging:

|                                        | 2021          | 2020          |
|----------------------------------------|---------------|---------------|
|                                        | £             | £             |
| Operating leases - plant and machinery | 77,018        | 39,142        |
| Audit fees                             | 9,500         | 9,500         |
| Other non-audit services               | 5,500         | 5,500         |
| Depreciation of fixed assets           | 94,498        | 95,059        |
| Amortisation of goodwill               | <u>84,911</u> | <u>84,911</u> |

#### 11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

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#### 12 Staff costs

The aggregate payroll costs were as follows:

|                                          | 2021<br>£      | 2020<br>£      |
|------------------------------------------|----------------|----------------|
| <b>Staff costs during the year were:</b> |                |                |
| Wages and salaries                       | 585,021        | 361,490        |
| Social security costs                    | 31,296         | 32,528         |
| Pension costs                            | 8,119          | 5,209          |
|                                          | <u>624,436</u> | <u>399,227</u> |

No employee received emoluments of more than £60,000 during the year.

All staff costs are incurred in the trading subsidiary. The parent charity has no employees. The staff costs shown are those incurred from 14 April 2020, when Garon Park Golf Complex Limited became a wholly owned subsidiary.

#### 13 Intangible fixed assets

##### Group

|                       | Goodwill<br>£  | Total<br>£     |
|-----------------------|----------------|----------------|
| <b>Cost</b>           |                |                |
| At 1 January 2021     | <u>849,108</u> | <u>849,108</u> |
| At 31 December 2021   | <u>849,108</u> | <u>849,108</u> |
| <b>Amortisation</b>   |                |                |
| At 1 January 2021     | 84,911         | 84,911         |
| Charge for the year   | <u>84,911</u>  | <u>84,911</u>  |
| At 31 December 2021   | <u>169,822</u> | <u>169,822</u> |
| <b>Net book value</b> |                |                |
| At 31 December 2021   | <u>679,286</u> | <u>679,286</u> |
| At 31 December 2020   | <u>764,197</u> | <u>764,197</u> |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### 14 Tangible fixed assets

#### Group

|                       | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-----------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>           |                            |                                 |                     |            |
| At 1 January 2021     | 3,386,299                  | 373,404                         | 5,000               | 3,764,703  |
| Additions             | 48,124                     | 17,737                          | -                   | 65,861     |
| At 31 December 2021   | 3,434,423                  | 391,141                         | 5,000               | 3,830,564  |
| <b>Depreciation</b>   |                            |                                 |                     |            |
| At 1 January 2021     | 199,658                    | 233,130                         | 4,541               | 437,329    |
| Charge for the year   | 50,923                     | 43,479                          | 96                  | 94,498     |
| At 31 December 2021   | 250,581                    | 276,609                         | 4,637               | 531,827    |
| <b>Net book value</b> |                            |                                 |                     |            |
| At 31 December 2021   | 3,183,842                  | 114,532                         | 363                 | 3,298,737  |
| At 31 December 2020   | 3,186,641                  | 140,274                         | 459                 | 3,327,374  |

#### Charity

|                       | Land and<br>buildings<br>£ | Total<br>£ |
|-----------------------|----------------------------|------------|
| <b>Cost</b>           |                            |            |
| At 1 January 2021     | 3,014,183                  | 3,014,183  |
| Additions             | 48,124                     | 48,124     |
| At 31 December 2021   | 3,062,307                  | 3,062,307  |
| <b>Depreciation</b>   |                            |            |
| At 1 January 2021     | 80,894                     | 80,894     |
| Charge for the year   | 40,711                     | 40,711     |
| At 31 December 2021   | 121,605                    | 121,605    |
| <b>Net book value</b> |                            |            |
| At 31 December 2021   | 2,940,702                  | 2,940,702  |
| At 31 December 2020   | 2,933,289                  | 2,933,289  |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### 15 Fixed asset investments

#### Group

|                       | 2021<br>£        | 2020<br>£        |
|-----------------------|------------------|------------------|
| Investment properties | <u>1,800,000</u> | <u>1,420,000</u> |

#### Investment properties

|                          | Investment<br>properties<br>£ |
|--------------------------|-------------------------------|
| <b>Cost or Valuation</b> |                               |
| At 1 January 2021        | 1,420,000                     |
| Revaluation              | <u>380,000</u>                |
| At 31 December 2021      | 1,800,000                     |
| <b>Provision</b>         |                               |
| At 31 December 2021      | <u>-</u>                      |
| <b>Net book value</b>    |                               |
| At 31 December 2021      | <u>1,800,000</u>              |
| At 31 December 2020      | <u>1,420,000</u>              |

The investment properties were revalued in February 2022 by Whirledge & Nott Limited.

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### Charity

|                                                          | 2021<br>£        | 2020<br>£        |
|----------------------------------------------------------|------------------|------------------|
| Investment properties                                    | 1,800,000        | 1,420,000        |
| Shares in group undertakings and participating interests | 1,415,000        | 1,415,000        |
|                                                          | <u>3,215,000</u> | <u>2,835,000</u> |

### Shares in group undertakings and participating interests

|                       | Subsidiary<br>undertakings<br>£ | Total<br>£       |
|-----------------------|---------------------------------|------------------|
| <b>Cost</b>           |                                 |                  |
| At 1 January 2021     | <u>1,415,000</u>                | <u>1,415,000</u> |
| At 31 December 2021   | <u>1,415,000</u>                | <u>1,415,000</u> |
| <b>Net book value</b> |                                 |                  |
| At 31 December 2021   | <u>1,415,000</u>                | <u>1,415,000</u> |
| At 31 December 2020   | <u>1,415,000</u>                | <u>1,415,000</u> |

### Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

| Undertaking                     | Country of<br>incorporation | Holding  | Proportion of voting rights<br>and shares held |      | Principal<br>activity |
|---------------------------------|-----------------------------|----------|------------------------------------------------|------|-----------------------|
|                                 |                             |          | 2021                                           | 2020 |                       |
| <b>Subsidiary undertakings</b>  |                             |          |                                                |      |                       |
| Garon Park Golf Complex Limited | England and Wales           | Ordinary | 100%                                           | 100% | Golf course complex   |

### 16 Stock

|        | Group         |                | Charity   |           |
|--------|---------------|----------------|-----------|-----------|
|        | 2021<br>£     | 2020<br>£      | 2021<br>£ | 2020<br>£ |
| Stocks | <u>93,854</u> | <u>105,335</u> | <u>-</u>  | <u>-</u>  |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

#### Group

The cost of stock recognised as an expense in the year amounted to £296,174 (2020 - £224,309).

#### 17 Debtors

|                             | Group         |               | Charity  |               |
|-----------------------------|---------------|---------------|----------|---------------|
|                             | 2021          | 2020          | 2021     | 2020          |
|                             | £             | £             | £        | £             |
| Due from group undertakings | -             | -             | -        | 79,455        |
| Prepayments                 | 12,496        | 44,508        | -        | -             |
| VAT recoverable             | 12,430        | 48,986        | -        | -             |
| Other debtors               | -             | 1,503         | -        | 1,507         |
|                             | <u>24,926</u> | <u>94,997</u> | <u>-</u> | <u>80,962</u> |

#### 18 Cash and cash equivalents

|              | Group          |                | Charity       |              |
|--------------|----------------|----------------|---------------|--------------|
|              | 2021           | 2020           | 2021          | 2020         |
|              | £              | £              | £             | £            |
| Cash at bank | <u>263,747</u> | <u>273,955</u> | <u>11,241</u> | <u>3,895</u> |

#### 19 Creditors: amounts falling due within one year

|                                    | Group          |                  | Charity        |                |
|------------------------------------|----------------|------------------|----------------|----------------|
|                                    | 2021           | 2020             | 2021           | 2020           |
|                                    | £              | £                | £              | £              |
| Bank loans                         | 32,247         | 49,825           | 22,608         | 44,305         |
| Trade creditors                    | 37,184         | 58,387           | 663            | 10,800         |
| Other loans                        | 400,000        | 600,000          | 400,000        | 600,000        |
| Due to group undertakings          | -              | -                | 25,750         | -              |
| Other taxation and social security | 8,107          | 5,103            | -              | -              |
| VAT                                | 13,981         | 19,439           | 13,981         | 19,439         |
| Other creditors                    | 84,926         | 240,352          | 50,000         | 190,000        |
| Pension scheme creditor            | 5,614          | 1,232            | -              | -              |
| Accruals                           | 28,409         | 25,385           | 12,000         | 16,000         |
| Deferred income                    | <u>233,142</u> | <u>206,884</u>   | <u>-</u>       | <u>-</u>       |
|                                    | <u>843,610</u> | <u>1,206,607</u> | <u>525,002</u> | <u>880,544</u> |

Creditors due within one year includes the following liabilities on which security has been given:

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

|            | Group  |        | Charity |        |
|------------|--------|--------|---------|--------|
|            | 2021   | 2020   | 2021    | 2020   |
|            | £      | £      | £       | £      |
| Bank loans | 22,608 | 44,305 | 22,608  | 44,305 |

The bank loans are secured against the investment properties of the charity.

#### Bank borrowings

A Lloyds Bank 5 year loan is denominated in £ with a nominal interest rate of 4.51%, and the final instalment is due on 18 July 2024. The carrying amount at year end is £199,555 (2020 - £221,093).

The bank loan in the parent charity is secured against the investment properties.

A Lloyds Bank bounce back loan, held by the subsidiary, is denominated in £ with a nominal interest rate of 2.5%, and the final instalment is due on 11 May 2026. The carrying amount at year end is £44,161 (2020 - £50,000).

#### Other borrowing

A loan from the Fowler Smith & Jones Trust with a carrying amount at the year end of £400,000 (2020 - £600,000) is denominated in £ with a nominal interest rate of 4% (2020 - 4%). .

#### Deferred income

|                                        | 2021      | 2020      |
|----------------------------------------|-----------|-----------|
|                                        | £         | £         |
| Deferred income at 1 January 2021      | 206,884   | 152,068   |
| Resources deferred in the period       | 233,142   | 206,884   |
| Amounts released from previous periods | (206,884) | (152,068) |
| Deferred income at year end            | 233,142   | 206,884   |

The deferred income relates to membership fees and season & block ticket income received in the subsidiary relating to future periods.

#### 20 Creditors: amounts falling due after one year

|            | Group   |         | Charity |         |
|------------|---------|---------|---------|---------|
|            | 2021    | 2020    | 2021    | 2020    |
|            | £       | £       | £       | £       |
| Bank loans | 211,469 | 441,275 | 176,947 | 396,795 |

Creditors amounts falling due after more than one year includes the following liabilities on which security has been given:

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

|            | Group   |         | Charity |         |
|------------|---------|---------|---------|---------|
|            | 2021    | 2020    | 2021    | 2020    |
|            | £       | £       | £       | £       |
| Bank loans | 176,947 | 396,795 | 176,947 | 396,795 |

The bank loans are secured against the investment properties of the charity.

#### Charity

Included in the creditors are the following amounts due after more than five years:

|                                           | 2021 | 2020    |
|-------------------------------------------|------|---------|
|                                           | £    | £       |
| After more than five years by instalments | -    | 101,795 |

#### 21 Obligations under leases and hire purchase contracts

##### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

|                            | Group   |        | Charity |      |
|----------------------------|---------|--------|---------|------|
|                            | 2021    | 2020   | 2021    | 2020 |
|                            | £       | £      | £       | £    |
| <b>Other</b>               |         |        |         |      |
| Within one year            | 108,040 | 23,608 | -       | -    |
| Between one and five years | 160,839 | 1,833  | -       | -    |
|                            | 268,879 | 25,441 | -       | -    |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2021

### 22 Funds

#### Group

|                           | Balance at 1<br>January<br>2021<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2021<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>4,337,976</u>                     | <u>2,233,343</u>           | <u>(1,845,848)</u>         | <u>380,000</u>                             | <u>5,105,471</u>                          |

|                           | Balance at 1<br>January<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2020<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>4,212,919</u>                     | <u>1,441,345</u>           | <u>(1,316,288)</u>         | <u>-</u>                                   | <u>4,337,976</u>                          |

#### Charity

|                           | Balance at 1<br>January<br>2021<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2021<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>4,575,807</u>                     | <u>750,232</u>             | <u>(241,045)</u>           | <u>380,000</u>                             | <u>5,464,994</u>                          |

|                           | Balance at 1<br>January<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2020<br>£ |
|---------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                            |                            |                                            |                                           |
| Unrestricted funds        | <u>4,212,919</u>                     | <u>597,669</u>             | <u>(234,781)</u>           | <u>-</u>                                   | <u>4,575,807</u>                          |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

#### 23 Analysis of net assets between funds

##### Group

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Intangible fixed assets | 679,286                    | -                        | 679,286            |
| Tangible fixed assets   | 3,298,737                  | -                        | 3,298,737          |
| Fixed asset investments | 1,800,000                  | -                        | 1,800,000          |
| Current assets          | 382,527                    | -                        | 382,527            |
| Current liabilities     | (843,610)                  | -                        | (843,610)          |
| Creditors over 1 year   | (211,469)                  | -                        | (211,469)          |
| Total net assets        | <u>5,105,471</u>           | <u>-</u>                 | <u>5,105,471</u>   |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Intangible fixed assets | 764,197                    | -                        | 764,197            |
| Tangible fixed assets   | 3,327,374                  | -                        | 3,327,374          |
| Fixed asset investments | 1,420,000                  | -                        | 1,420,000          |
| Current assets          | 474,287                    | -                        | 474,287            |
| Current liabilities     | (1,206,607)                | -                        | (1,206,607)        |
| Creditors over 1 year   | (441,275)                  | -                        | (441,275)          |
| Total net assets        | <u>4,337,976</u>           | <u>-</u>                 | <u>4,337,976</u>   |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

#### Charity

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Tangible fixed assets   | 2,940,702                  | -                        | 2,940,702          |
| Fixed asset investments | 3,215,000                  | -                        | 3,215,000          |
| Current assets          | 11,241                     | -                        | 11,241             |
| Current liabilities     | (525,002)                  | -                        | (525,002)          |
| Creditors over 1 year   | (176,947)                  | -                        | (176,947)          |
| Total net assets        | <u>5,464,994</u>           | <u>-</u>                 | <u>5,464,994</u>   |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Tangible fixed assets   | 2,933,289                  | -                        | 2,933,289          |
| Fixed asset investments | 2,835,000                  | -                        | 2,835,000          |
| Current assets          | 84,857                     | -                        | 84,857             |
| Current liabilities     | (880,544)                  | -                        | (880,544)          |
| Creditors over 1 year   | (396,795)                  | -                        | (396,795)          |
| Total net assets        | <u>4,575,807</u>           | <u>-</u>                 | <u>4,575,807</u>   |

#### 24 Analysis of net funds

#### Group

|                                   | At 1 January<br>2021<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2021<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Cash at bank and in hand          | 273,955                   | (10,208)                     | 263,747                        |
| Debt due within one year          | (644,305)                 | 212,058                      | (432,247)                      |
| Debt due after more than one year | (441,275)                 | 229,806                      | (211,469)                      |
| Net debt                          | <u>(811,625)</u>          | <u>431,656</u>               | <u>(379,969)</u>               |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2021

|                                   | At 1 January<br>2020<br>£ | Financing cash<br>flows<br>£ | Acquisition of<br>subsidiaries<br>£ | At 31<br>December<br>2020<br>£ |
|-----------------------------------|---------------------------|------------------------------|-------------------------------------|--------------------------------|
| Cash at bank and in hand          | -                         | 3,895                        | 270,060                             | 273,955                        |
| Bank overdraft                    | (46,996)                  | 46,996                       | -                                   | -                              |
|                                   | (46,996)                  | 50,891                       | 270,060                             | 273,955                        |
| Debt due within one year          | (42,642)                  | (601,663)                    | -                                   | (644,305)                      |
| Debt due after more than one year | (440,532)                 | 43,737                       | (44,480)                            | (441,275)                      |
| Net debt                          | <u>(530,170)</u>          | <u>(507,035)</u>             | <u>225,580</u>                      | <u>(811,625)</u>               |

#### 25 Related party transactions

##### Group

During the year the group made the following related party transactions:

##### Marlborough House Partners LLP

(P J Tolhurst is a partner)

During the year, £22,000 (2020: £15,000) was paid to Marlborough House Partners LLP for the management and administration of the charity. At the balance sheet date the amount due to/from to Marlborough House Partners LLP was £Nil (2020 - £10,800).

##### Whirlledge and Nott

(M E Hughes is a director and shareholder)

During the year, £3,187 (2020: £3,187) was paid to Whirlledge and Nott, Chartered Surveyors, These fees are in respect of management charges for collecting rents and arranging maintenance of the properties on the charity's behalf. At the balance sheet date the amount due to/from Whirlledge and Nott was £Nil (2020 - £Nil).

##### Fowler Smith & Jones Trust

(P J Tolhurst & R Furlonger are trustees)

A loan agreement was entered into in 2020 in which the charity borrowed £800,000 from the Fowler Smith & Jones Trust. During the year, the charity paid the Fowler Smith & Jones Trust interest of £15,825 (2020: £22,500). At the balance sheet date the amount due to Fowler Smith & Jones Trust was £400,000 (2020 - £600,000).

**NORMAN GARON TRUST**

England & Wales - Charity number 1120656

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# Accounts

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Company registration number: 06291022

Charity registration number: 01120656

# Norman Garon Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2020

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

## **Norman Garon Trust**

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## Norman Garon Trust

### Reference and Administrative Details

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|                                    |                                                                                                                                     |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>Secretary</b>                   | P J Tolhurst                                                                                                                        |
| <b>Principal Office</b>            | Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN<br><br>The charity is incorporated in England and Wales. |
| <b>Company Registration Number</b> | 06291022                                                                                                                            |
| <b>Charity Registration Number</b> | 01120656                                                                                                                            |
| <b>Solicitors</b>                  | Marlborough House Partners LLP<br>Marlborough House<br>Victoria Road South<br>Chelmsford<br>Essex<br>CM1 1LN                        |
| <b>Bankers</b>                     | Lloyds Bank Plc<br>77 High Street<br>Southend-on-Sea<br>Essex<br>SS1 1HT                                                            |
| <b>Auditor</b>                     | Edmund Carr LLP<br>Chartered Accountants & Statutory Auditor<br>146 New London Road<br>Chelmsford<br>Essex<br>CM2 0AW               |

## **Norman Garon Trust**

### **Trustees' Report**

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The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 December 2020. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity trust deed, the Companies Act 2006 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 (FRS 102).

#### **Trustees**

P J Tolhurst

R A Bye

R C L Furlonger

M E Hughes

P J Stennett

#### **Objectives and activities**

##### ***Objects and aims***

The objectives of the charity are such charitable purposes as the Trustees determine and in particular to promote and provide funding for scouting organisations in Essex and to generally assist young people in the same area. The charity aims in particular to establish and maintain a scouting presence in Sutton Manor and the immediate and surrounding areas. In achieving its objectives and aims the charity hopes to enrich the lives of Essex's youth and local communities.

##### ***Public benefit***

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

##### ***Grant making policies***

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The amount made available for distribution is based on an annual budget of projected applications received from The Scout Council, with actual expenditure monitored by the trustees by way of reports received from The Scout Council. Applications received by the Scout Council's Grants Committee are from Scout Groups, Scout Districts, individual Scout members and the County itself, with members of the Committee visiting the applicants to assess such requests and ensure that all grants are properly spent. Additionally the charity makes grants for capital projects undertaken by The Scout Council itself, as well as supporting specific scouting activities in the Sutton Manor area. Further, the charity supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

## **Norman Garon Trust**

### **Trustees' Report**

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#### **Financial review**

The group received income from the following sources during the year:-

- a. Investment income from letting residential properties.
- b. Income from the golf complex at Garon Park.
- c. Income from the adventure golf facility at Garon Park.

In April 2020, the charity acquired the remaining 66.67% of the shareholding of Garon Park Golf Complex Limited.

During the year the group received income of £1,441,345 (2019: £210,283).

The costs of generating funds during the year were for governing the charity, maintaining the investment properties and pursuing opportunities for further capital profits. Marlborough House Partners LLP, in which firm trustee P.J. Tolhurst is a partner, provided administrative, development and compliance services during the year. Whirledge & Nott, chartered surveyors, in which trustee, M.E. Hughes is a director, provided management and valuation services in respect of the investment properties.

During the year the group incurred costs of £1,316,288 (2019: £181,416) including £95,300 (2019: £69,205) in respect of grants and sponsorship.

At the year-end the group had total unrestricted funds of £4,337,976 (2019: £4,212,919).

#### ***Policy on reserves***

The trustees endeavour to ensure that the funds of the charity retain their value in real terms. This has previously been achieved by accumulating sufficient income in reserves to at least match inflation. Additionally, the Trustees look to a level of reserves now maintained to ensure the smooth running of the charity and to enable the trustees to maintain a steady level of grants without resorting to capital funds.

#### **Plans for future periods**

##### ***Aims and key objectives for future periods***

The charity's future aims are to maintain and enhance its income stream so as to be able to increase the quantum of grants it can make and also, or in the alternative, to provide direct and indirect benefits to the community in the Southend-on-Sea and Rochford areas. It is currently pursuing plans for further developments at Garon Park.

#### **Structure, governance and management**

##### ***Recruitment and appointment of trustees***

The power to appoint new trustees is vested in the trustees. Upon appointment a new trustee is provided with copies of the last report and accounts, the minutes of the last meeting and a copy of the grant making policies.

##### ***Induction and training of trustees***

At the new trustee's first meeting the Chairman explains how the charity operates, answers any questions and explains points throughout the meeting and all subsequent meetings.

## Norman Garon Trust

### Trustees' Report

---

#### *Organisational structure*

The Norman Garon Trust charity is established as a company limited by guarantee incorporated on 25 June 2007, under company number 6291022. It is also registered as a charity with the Charity Commission, number 1120656. The investment policy of the trustees is to maximise the long-term income of the charity to meet its stated main objectives of providing grants and loans to organisations in Essex.

#### *Major risks and management of those risks*

The Trust relies on the income yield from its investments and monitors this by;

- Regular reports from, and by, retaining a seat on the board of Garon Park Golf Complex Limited
- Active management, through an agent, of its residential portfolio.

Reflecting the long term nature of the trustee investment portfolio, the trustees believe that sufficient resources should be retained equivalent to the greater of 6 months income or 6 months overheads and committed grants at any time, to mitigate any temporary loss of income.

The trustees have reviewed the major risks for the charity and have ensured adequate procedures have been established to manage the risks. As a consequence, the trustees believe that the charity is well placed to manage its business risks successfully despite the current uncertain economic climate.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

## Norman Garon Trust

### Trustees' Report

---

#### Statement of Trustees' Responsibilities

The trustees (who are also the directors of Norman Garon Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

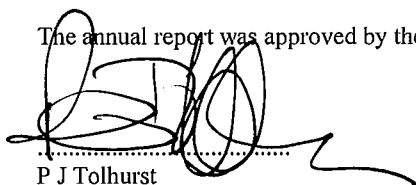
- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed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

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

#### Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 10/9/21 and signed on its behalf by:



P J Tolhurst  
Company Secretary and Trustee

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

#### **Opinion**

We have audited the financial statements of Norman Garon Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 December 2020, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, , Balance Sheet, Consolidated Statement of Cash Flows, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

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

In the prior year, the charity did not require an audit. Therefore the comparative figures are unaudited.

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 5), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Norman Garon Trust**

### **Independent Auditor's Report to the Members of Norman Garon Trust**

---

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows;

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by;

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considered the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Enquiring of management as to actual and potential litigation and claims

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Norman Garon Trust

### Independent Auditor's Report to the Members of Norman Garon Trust

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#### Use of our report

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Sandra Morrell*

.....  
Sandra Morrell ACCA (Senior Statutory Auditor)  
For and on behalf of Edmund Carr LLP, Statutory Auditor

146 New London Road  
Chelmsford  
Essex  
CM2 0AW

Date: 21/09/2021

# Norman Garon Trust

## Consolidated Statement of Financial Activities for the Year Ended 31 December 2020 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

|                                    | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ | Total<br>2019<br>£ |
|------------------------------------|------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income and Endowments from:</b> |      |                            |                          |                    |                    |
| Donations and legacies             | 3    | 69,473                     | -                        | 69,473             | -                  |
| Other trading activities           | 4    | 1,260,747                  | -                        | 1,260,747          | 28,979             |
| Investment income                  | 5    | 111,125                    | -                        | 111,125            | 181,304            |
| Total income                       |      | 1,441,345                  | -                        | 1,441,345          | 210,283            |
| <b>Expenditure on:</b>             |      |                            |                          |                    |                    |
| Raising funds                      | 6    | 1,009,783                  | -                        | 1,009,783          | 8,728              |
| Charitable activities              | 7    | 221,594                    | -                        | 221,594            | 172,688            |
| Other expenditure                  |      | 84,911                     | -                        | 84,911             | -                  |
| Total expenditure                  |      | 1,316,288                  | -                        | 1,316,288          | 181,416            |
| Gains/losses on investment assets  |      | -                          | -                        | -                  | 296,999            |
| Net income                         |      | 125,057                    | -                        | 125,057            | 325,866            |
| Net movement in funds              |      | 125,057                    | -                        | 125,057            | 325,866            |
| <b>Reconciliation of funds</b>     |      |                            |                          |                    |                    |
| Total funds brought forward        |      | 4,212,919                  | -                        | 4,212,919          | 3,887,053          |
| Total funds carried forward        | 22   | 4,337,976                  | -                        | 4,337,976          | 4,212,919          |

All of the group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2019 is shown in note 22.

# Norman Garon Trust

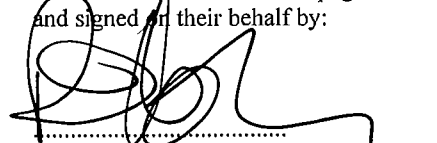
(Registration number: 06291022)

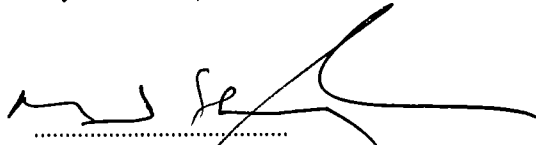
## Consolidated Balance Sheet as at 31 December 2020

|                                                                | Note | 2020<br>£          | 2019<br>£        |
|----------------------------------------------------------------|------|--------------------|------------------|
| <b>Fixed assets</b>                                            |      |                    |                  |
| Intangible assets                                              | 13   | 764,197            | -                |
| Tangible assets                                                | 14   | 1,127,374          | 763,440          |
| Investments                                                    |      | <u>3,620,000</u>   | <u>3,950,000</u> |
|                                                                |      | <u>5,511,571</u>   | <u>4,713,440</u> |
| <b>Current assets</b>                                          |      |                    |                  |
| Stocks                                                         | 16   | 105,335            | -                |
| Debtors                                                        | 17   | 94,997             | 44,411           |
| Cash at bank and in hand                                       | 18   | <u>273,955</u>     | <u>-</u>         |
|                                                                |      | 474,287            | 44,411           |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(1,206,607)</u> | <u>(104,400)</u> |
| <b>Net current liabilities</b>                                 |      | <u>(732,320)</u>   | <u>(59,989)</u>  |
| <b>Total assets less current liabilities</b>                   |      | 4,779,251          | 4,653,451        |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(441,275)</u>   | <u>(440,532)</u> |
| <b>Net assets</b>                                              |      | <u>4,337,976</u>   | <u>4,212,919</u> |
| <b>Funds of the group:</b>                                     |      |                    |                  |
| <b>Unrestricted income funds</b>                               |      |                    |                  |
| Unrestricted funds                                             |      | <u>4,337,976</u>   | <u>4,212,919</u> |
| <b>Total funds</b>                                             | 22   | <u>4,337,976</u>   | <u>4,212,919</u> |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 10 to 38 were approved by the trustees, and authorised for issue on 10/9/2021 and signed on their behalf by:

  
P J Tolhurst  
Company Secretary and Trustee

  
M E Hughes  
Trustee

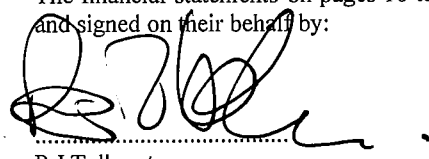
# Norman Garon Trust

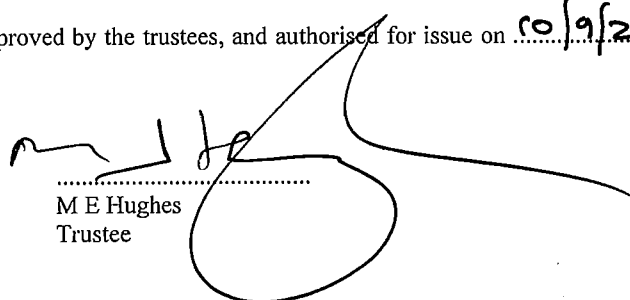
(Registration number: 06291022)  
Balance Sheet as at 31 December 2020

|                                                                | Note | 2020<br>£        | 2019<br>£        |
|----------------------------------------------------------------|------|------------------|------------------|
| <b>Fixed assets</b>                                            |      |                  |                  |
| Tangible assets                                                | 14   | 733,289          | 763,440          |
| Investments                                                    |      | <u>5,035,000</u> | <u>3,950,000</u> |
|                                                                |      | <u>5,768,289</u> | <u>4,713,440</u> |
| <b>Current assets</b>                                          |      |                  |                  |
| Debtors                                                        | 17   | 80,962           | 44,411           |
| Cash at bank and in hand                                       | 18   | <u>3,895</u>     | <u>-</u>         |
|                                                                |      | 84,857           | 44,411           |
| <b>Creditors: Amounts falling due within one year</b>          | 19   | <u>(880,544)</u> | <u>(104,400)</u> |
| <b>Net current liabilities</b>                                 |      | <u>(795,687)</u> | <u>(59,989)</u>  |
| <b>Total assets less current liabilities</b>                   |      | 4,972,602        | 4,653,451        |
| <b>Creditors: Amounts falling due after more than one year</b> | 20   | <u>(396,795)</u> | <u>(440,532)</u> |
| <b>Net assets</b>                                              |      | <u>4,575,807</u> | <u>4,212,919</u> |
| <b>Funds of the charity:</b>                                   |      |                  |                  |
| <b>Unrestricted income funds</b>                               |      |                  |                  |
| Unrestricted funds                                             |      | <u>4,575,807</u> | <u>4,212,919</u> |
| <b>Total funds</b>                                             | 22   | <u>4,575,807</u> | <u>4,212,919</u> |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 10 to 38 were approved by the trustees, and authorised for issue on 10/9/21 and signed on their behalf by:

  
P J Tolhurst  
Company Secretary and Trustee

  
M E Hughes  
Trustee

# Norman Garon Trust

## Consolidated Statement of Cash Flows for the Year Ended 31 December 2020

|                                                                  | Note   | 2020<br>£             | 2019<br>£              |
|------------------------------------------------------------------|--------|-----------------------|------------------------|
| <b>Cash flows from operating activities</b>                      |        |                       |                        |
| Net income                                                       |        | 125,057               | 325,866                |
| <b>Adjustments to cash flows from non-cash items</b>             |        |                       |                        |
| Depreciation                                                     | 14     | 95,059                | 40,183                 |
| Amortisation                                                     | 14     | 84,911                | -                      |
| Investment income                                                | 5      | (111,125)             | (181,304)              |
| Revaluation of investments                                       |        | -                     | (296,999)              |
|                                                                  |        | <u>193,902</u>        | <u>(112,254)</u>       |
| <b>Working capital adjustments</b>                               |        |                       |                        |
| Increase in stocks                                               | 16     | (105,335)             | -                      |
| (Increase)/decrease in debtors                                   | 17     | (50,586)              | 17,374                 |
| Increase/(decrease) in creditors                                 | 19     | 275,068               | (51,257)               |
| Increase in deferred income                                      | 20     | <u>206,884</u>        | <u>-</u>               |
| Net cash flows from operating activities                         |        | <u>519,933</u>        | <u>(146,137)</u>       |
| <b>Cash flows from investing activities</b>                      |        |                       |                        |
| Interest receivable and similar income                           | 5      | 111,125               | 181,304                |
| Net of payment on acquisition of subsidiary less subsidiary cash | 13     | (849,108)             | -                      |
| Purchase of tangible fixed assets                                | 14     | <u>(68,925)</u>       | <u>(133,370)</u>       |
| Net cash flows from investing activities                         |        | <u>(806,908)</u>      | <u>47,934</u>          |
| <b>Cash flows from financing activities</b>                      |        |                       |                        |
| Value of new loans obtained during the period                    | 19, 20 | 850,000               | 500,000                |
| Repayment of loans and borrowings                                | 19, 20 | <u>(242,074)</u>      | <u>(16,826)</u>        |
| Net cash flows from financing activities                         |        | <u>607,926</u>        | <u>483,174</u>         |
| Net increase in cash and cash equivalents                        |        | 320,951               | 384,971                |
| Cash and cash equivalents at 1 January                           |        | <u>(46,996)</u>       | <u>(431,967)</u>       |
| Cash and cash equivalents at 31 December                         |        | <u><u>273,955</u></u> | <u><u>(46,996)</u></u> |

All of the cash flows are derived from continuing operations during the above two periods.

# Norman Garon Trust

## Statement of Cash Flows for the Year Ended 31 December 2020

|                                                       | Note   | 2020<br>£           | 2019<br>£              |
|-------------------------------------------------------|--------|---------------------|------------------------|
| <b>Cash flows from operating activities</b>           |        |                     |                        |
| Net income                                            |        | 362,888             | 325,866                |
| <b>Adjustments to cash flows from non-cash items</b>  |        |                     |                        |
| Depreciation                                          | 7      | 40,711              | 40,183                 |
| Investment income                                     |        | (262,628)           | (181,304)              |
| Revaluation of investments                            |        | -                   | (296,999)              |
|                                                       |        | <u>140,971</u>      | <u>(112,254)</u>       |
| <b>Working capital adjustments</b>                    |        |                     |                        |
| (Increase)/decrease in debtors                        | 17     | (36,551)            | 17,374                 |
| Increase/(decrease) in creditors                      | 19     | <u>221,477</u>      | <u>(51,257)</u>        |
| Net cash flows from operating activities              |        | <u>325,897</u>      | <u>(146,137)</u>       |
| <b>Cash flows from investing activities</b>           |        |                     |                        |
| Interest receivable and similar income                |        | 262,628             | 181,304                |
| Purchase of tangible fixed assets                     | 14     | (10,560)            | (133,370)              |
| Acquisition of investments in subsidiary undertakings |        | <u>(1,085,000)</u>  | <u>-</u>               |
| Net cash flows from investing activities              |        | <u>(832,932)</u>    | <u>47,934</u>          |
| <b>Cash flows from financing activities</b>           |        |                     |                        |
| Value of new loans obtained during the period         | 19, 20 | 800,000             | 500,000                |
| Repayment of loans and borrowings                     | 19, 20 | <u>(242,074)</u>    | <u>(16,826)</u>        |
| Net cash flows from financing activities              |        | <u>557,926</u>      | <u>483,174</u>         |
| Net increase in cash and cash equivalents             |        | 50,891              | 384,971                |
| Cash and cash equivalents at 1 January                |        | <u>(46,996)</u>     | <u>(431,967)</u>       |
| Cash and cash equivalents at 31 December              | 18     | <u><u>3,895</u></u> | <u><u>(46,996)</u></u> |

All of the cash flows are derived from continuing operations during the above two periods.

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2020**

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#### **1 Charity status**

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **Statement of compliance**

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). They also comply with the Companies Act 2006 and Charities Act 2011.

##### **Basis of preparation**

Norman Garon 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.

##### **Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the charity and its subsidiary undertakings drawn up to 31 December 2020.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charity made a profit after tax for the financial year of £362,888 (2019 - profit of £325,866).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2020**

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A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiaries, which are related parties, are eliminated in full.

#### **Going concern**

The trustees have considered the impact of the Covid-19 pandemic in their assessment of the charity's ability to prepare accounts as a going concern. Because of the uncertainties surrounding the effects of the economic slowdown it is difficult to predict the impact on the charity and its beneficiaries, but having taken all the factors into account, the trustees are of the opinion that the charity has sufficient resources to continue operating for the next 12 months from the date of signing these accounts.

#### **Income and endowments**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

#### ***Grants receivable***

Grants are recognised when the group has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

#### ***Deferred income***

Deferred income represents membership fees and block and season ticket fees received for future periods and is released to incoming resources in the period for which it has been received.

#### **Expenditure**

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

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2020**

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#### ***Raising funds***

These are costs incurred in trading activities that raise funds.

#### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### ***Grant provisions***

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

#### ***Support costs***

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

#### ***Governance costs***

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

#### ***Government grants***

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants relating to revenue are recognised in income over the period in which the related costs are recognised.

#### ***Taxation***

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary is subject to corporation tax on any profit not donated to the parent charity.

#### ***Goodwill***

Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

#### ***Tangible fixed assets***

Individual fixed assets costing £1,000.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

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#### Amortisation

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

| Asset class               | Amortisation method and rate |
|---------------------------|------------------------------|
| Goodwill on consolidation | 10% straight line            |

#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

| Asset class                  | Depreciation method and rate             |
|------------------------------|------------------------------------------|
| Freehold land & buildings    | 5% straight line                         |
| Leasehold land and buildings | Straight line over the life of the lease |
| Furniture and equipment      | 20% or 33.3% reducing balance            |
| Motor vehicles               | 20% reducing balance                     |

#### Investment properties

Investment property is carried at fair value, valued with sufficient regularity by the trustees. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in profit or loss.

#### Business combinations

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

#### Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

#### Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

## **Norman Garon Trust**

### **Notes to the Financial Statements for the Year Ended 31 December 2020**

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#### **Trade debtors**

Debtors with no stated interest rate and receivable within one year are recorded at transaction price.

#### **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.

#### **Trade creditors**

Creditors with no stated interest rate and payable within one year are recorded at transaction price.

#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the group.

#### **Pensions and other post retirement obligations**

The group operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### Financial instruments

##### *Classification*

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other receivables and payables.

Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of cash or other consideration expected to be paid or received.

#### 3 Income from donations and legacies

|                                     | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------------------------|----------------------------|--------------------------|--------------------|
| Government grants - Furlough income | 69,473                     | -                        | 69,473             |
|                                     | <u>69,473</u>              | <u>-</u>                 | <u>69,473</u>      |

#### 4 Income from other trading activities

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>Total<br>2020<br>£ |
|-------------------------|----------------------------|--------------------------|-----------------------------|
| Trading income;         |                            |                          |                             |
| Golf course             | 843,895                    | -                        | 843,895                     |
| Shop sales              | 172,391                    | -                        | 172,391                     |
| Food and catering sales | 122,112                    | -                        | 122,112                     |
| Adventure golf          | 110,198                    | -                        | 110,198                     |
| Other trading income    | 12,151                     | -                        | 12,151                      |
|                         | <u>1,260,747</u>           | <u>-</u>                 | <u>1,260,747</u>            |

|                | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
|----------------|----------------------------|--------------------------|--------------------|
| Adventure golf | 28,979                     | -                        | 28,979             |
|                | <u>28,979</u>              | <u>-</u>                 | <u>28,979</u>      |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

The trading activities take place within Garon Park Golf Complex Limited. In 2019, Garon Park Golf Complex Limited was accounted for as an associate and so its income and expenditure during that time was not required to be included in group accounts. The comparative figures therefore are not entirely comparable.

#### 5 Investment income

|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|----------------------------------------|----------------------------|--------------------------|--------------------|
| Interest receivable and similar income | 41                         | -                        | 41                 |
| Income from rents                      | 111,084                    | -                        | 111,084            |
|                                        | <u>111,125</u>             | <u>-</u>                 | <u>111,125</u>     |
|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
| Interest receivable and similar income | 294                        | -                        | 294                |
| Income from rents                      | 181,010                    | -                        | 181,010            |
|                                        | <u>181,304</u>             | <u>-</u>                 | <u>181,304</u>     |

#### 6 Expenditure on raising funds

##### a) Costs of trading activities

|                                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|----------------------------------------------------|----------------------------|--------------------------|--------------------|
| Note                                               |                            |                          |                    |
| Trading subsidiary costs                           | 550,655                    | -                        | 550,655            |
| Depreciation, amortisation and other similar costs | 38,714                     | -                        | 38,714             |
| Staff Costs                                        | 399,227                    | -                        | 399,227            |
|                                                    | <u>988,596</u>             | <u>-</u>                 | <u>988,596</u>     |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2020

### b) Investment management costs

|                                      | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|--------------------------------------|------|----------------------------|--------------------------|--------------------|
| Amounts payable to property managers |      | 21,187                     | -                        | 21,187             |
|                                      |      | <u>21,187</u>              | <u>-</u>                 | <u>21,187</u>      |
|                                      | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
| Amounts payable to property managers |      | 8,728                      | -                        | 8,728              |
|                                      |      | <u>8,728</u>               | <u>-</u>                 | <u>8,728</u>       |

### 7 Expenditure on charitable activities

|                               | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------------------|------|----------------------------|--------------------------|--------------------|
| Grant funding of activities   |      | 95,300                     | -                        | 95,300             |
| Allocated support costs       | 8    | 70,583                     | -                        | 70,583             |
| Governance costs              | 8    | 15,000                     | -                        | 15,000             |
| Depreciation and amortisation |      | 40,711                     | -                        | 40,711             |
|                               |      | <u>221,594</u>             | <u>-</u>                 | <u>221,594</u>     |
|                               | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
| Grant funding of activities   |      | 69,205                     | -                        | 69,205             |
| Allocated support costs       | 8    | 58,600                     | -                        | 58,600             |
| Governance costs              | 8    | 4,700                      | -                        | 4,700              |
| Depreciation and amortisation |      | 40,183                     | -                        | 40,183             |
|                               |      | <u>172,688</u>             | <u>-</u>                 | <u>172,688</u>     |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### 8 Analysis of governance and support costs

##### Charitable activities expenditure

|                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------|----------------------------|--------------------------|--------------------|
| Repairs           | 387                        | -                        | 387                |
| Insurance         | 4,600                      | -                        | 4,600              |
| Professional fees | 23,981                     | -                        | 23,981             |
| Interest payable  | 41,571                     | -                        | 41,571             |
| Bank charges      | 21                         | -                        | 21                 |
| Sundry expenses   | 23                         | -                        | 23                 |
|                   | <u>70,583</u>              | <u>-</u>                 | <u>70,583</u>      |
|                   | £                          | £                        | £                  |
| Repairs           | 1,005                      | -                        | 1,005              |
| Insurance         | 5,529                      | -                        | 5,529              |
| Professional fees | 12,448                     | -                        | 12,448             |
| Interest payable  | 21,606                     | -                        | 21,606             |
| Bank charges      | 8,095                      | -                        | 8,095              |
| Sundry expenses   | 9,917                      | -                        | 9,917              |
|                   | <u>58,600</u>              | <u>-</u>                 | <u>58,600</u>      |

##### Governance costs

|                                         | Total<br>2020<br>£ | Total<br>2019<br>£ |
|-----------------------------------------|--------------------|--------------------|
| Audit fees                              |                    |                    |
| Audit of the financial statements       | 9,500              | -                  |
| Other fees paid to auditors             | 5,500              | -                  |
| Independent examiner fees               |                    |                    |
| Examination of the financial statements | -                  | 2,700              |
| Other fees paid to examiners            | -                  | 2,000              |
|                                         | <u>15,000</u>      | <u>4,700</u>       |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### 9 Grant-making

##### Analysis of grants

|                | Grants to institutions |        |
|----------------|------------------------|--------|
|                | 2020                   | 2019   |
|                | £                      | £      |
| Analysis       |                        |        |
| Grants payable | 95,300                 | 65,500 |

The support costs associated with grant-making are £Nil (31 December 2019 - £Nil).

The charity makes funds available primarily to the Essex County Scout Council (The Scout Council) for distribution amongst Scout 'Units' within Essex. The charity also supports a number of other projects to help young people from the Southend-on-Sea and Essex area.

Below are details of material grants made to institutions by the charity.

|                            | 2020          | 2019          |
|----------------------------|---------------|---------------|
|                            | £             | £             |
| Name of institution        |               |               |
| Essex County Scout Council | 90,000        | 60,000        |
| Essex Golf Union           | 4,000         | 3,500         |
| Other institutions         | 1,300         | 2,000         |
|                            | <u>95,300</u> | <u>65,500</u> |

#### 10 Net incoming/outgoing resources

Net incoming resources for the year include:

|                                             | 2020          | 2019     |
|---------------------------------------------|---------------|----------|
|                                             | £             | £        |
| Operating leases - plant and machinery      | 39,142        | -        |
| Audit fees and independent examination fees | 9,500         | 2,700    |
| Other non-audit services                    | 5,500         | 2,000    |
| Depreciation of fixed assets                | 38,714        | 40,183   |
| Amortisation of intangible assets           | <u>84,911</u> | <u>-</u> |

#### 11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

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#### 12 Staff costs

The aggregate payroll costs were as follows:

|                                          | 2020<br>£      | 2019<br>£ |
|------------------------------------------|----------------|-----------|
| <b>Staff costs during the year were:</b> |                |           |
| Wages and salaries                       | 361,490        | -         |
| Social security costs                    | 32,528         | -         |
| Pension costs                            | 5,209          | -         |
|                                          | <u>399,227</u> | <u>-</u>  |

No employee received emoluments of more than £60,000 during the year.

All staff costs are incurred in the trading subsidiary. The parent charity has no employees. The staff costs shown are those incurred from 14 April 2020, when Garon Park Golf Complex Limited became a wholly owned subsidiary.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### 13 Intangible fixed assets

| Group                 | Goodwill<br>£ | Total<br>£ |
|-----------------------|---------------|------------|
| <b>Cost</b>           |               |            |
| Additions             | 849,108       | 849,108    |
| At 31 December 2020   | 849,108       | 849,108    |
| <b>Amortisation</b>   |               |            |
| Charge for the year   | 84,911        | 84,911     |
| At 31 December 2020   | 84,911        | 84,911     |
| <b>Net book value</b> |               |            |
| At 31 December 2020   | 764,197       | 764,197    |

#### 14 Tangible fixed assets

| Group                               | Land and<br>buildings<br>£ | Furniture and<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-------------------------------------|----------------------------|---------------------------------|---------------------|------------|
| <b>Cost</b>                         |                            |                                 |                     |            |
| At 1 January 2020                   | 803,623                    | -                               | -                   | 803,623    |
| Additions on business combinations  | 372,116                    | 315,039                         | 5,000               | 692,155    |
| Additions                           | 10,560                     | 58,365                          | -                   | 68,925     |
| At 31 December 2020                 | 1,186,299                  | 373,404                         | 5,000               | 1,564,703  |
| <b>Depreciation</b>                 |                            |                                 |                     |            |
| At 1 January 2020                   | 40,183                     | -                               | -                   | 40,183     |
| Recognised on business combinations | 107,952                    | 189,714                         | 4,421               | 302,087    |
| Charge for the year                 | 51,523                     | 43,416                          | 120                 | 95,059     |
| At 31 December 2020                 | 199,658                    | 233,130                         | 4,541               | 437,329    |
| <b>Net book value</b>               |                            |                                 |                     |            |
| At 31 December 2020                 | 986,641                    | 140,274                         | 459                 | 1,127,374  |
| At 31 December 2019                 | 763,440                    | -                               | -                   | 763,440    |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### Charity

|                       | Land and<br>buildings<br>£ | Total<br>£     |
|-----------------------|----------------------------|----------------|
| <b>Cost</b>           |                            |                |
| At 1 January 2020     | 803,623                    | 803,623        |
| Additions             | <u>10,560</u>              | <u>10,560</u>  |
| At 31 December 2020   | <u>814,183</u>             | <u>814,183</u> |
| <b>Depreciation</b>   |                            |                |
| At 1 January 2020     | 40,183                     | 40,183         |
| Charge for the year   | <u>40,711</u>              | <u>40,711</u>  |
| At 31 December 2020   | <u>80,894</u>              | <u>80,894</u>  |
| <b>Net book value</b> |                            |                |
| At 31 December 2020   | <u>733,289</u>             | <u>733,289</u> |
| At 31 December 2019   | <u>763,440</u>             | <u>763,440</u> |

#### 15 Fixed asset investments

##### Group

|                                                          | 2020<br>£        | 2019<br>£        |
|----------------------------------------------------------|------------------|------------------|
| Investment properties                                    | 3,620,000        | 3,620,000        |
| Shares in group undertakings and participating interests | <u>-</u>         | <u>330,000</u>   |
|                                                          | <u>3,620,000</u> | <u>3,950,000</u> |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

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#### Investment properties

|                          | Investment<br>properties<br>£ |
|--------------------------|-------------------------------|
| <b>Cost or Valuation</b> |                               |
| At 1 January 2020        | <u>3,620,000</u>              |
| <b>Provision</b>         |                               |
| At 31 December 2020      | <u>-</u>                      |
| <b>Net book value</b>    |                               |
| At 31 December 2020      | <u>3,620,000</u>              |
| At 31 December 2019      | <u>3,620,000</u>              |

The investment properties were last formally revalued by Fenn Wright in May 2017. All investment properties were reviewed and revalued by the trustees in December 2019.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### Charity

|                                                          | 2020<br>£        | 2019<br>£        |
|----------------------------------------------------------|------------------|------------------|
| Investment properties                                    | 3,620,000        | 3,620,000        |
| Shares in group undertakings and participating interests | 1,415,000        | 330,000          |
|                                                          | <u>5,035,000</u> | <u>3,950,000</u> |

#### Shares in group undertakings and participating interests

|                       | Subsidiary<br>undertakings<br>£ | Total<br>£       |
|-----------------------|---------------------------------|------------------|
| <b>Cost</b>           |                                 |                  |
| At 1 January 2020     | 330,000                         | 330,000          |
| Additions             | 1,085,000                       | 1,085,000        |
| At 31 December 2020   | <u>1,415,000</u>                | <u>1,415,000</u> |
| <b>Net book value</b> |                                 |                  |
| At 31 December 2020   | <u>1,415,000</u>                | <u>1,415,000</u> |
| At 31 December 2019   | <u>330,000</u>                  | <u>330,000</u>   |

#### Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

| Undertaking                     | Country of incorporation | Holding  | Proportion of voting rights and shares held |        | Principal activity  |
|---------------------------------|--------------------------|----------|---------------------------------------------|--------|---------------------|
|                                 |                          |          | 2020                                        | 2019   |                     |
| Subsidiary undertakings         |                          |          |                                             |        |                     |
| Garon Park Golf Complex Limited | England and Wales        | Ordinary | 100%                                        | 33.33% | Golf course complex |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

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#### Subsidiaries

The profit for the financial period of Garon Park Golf Complex Limited was £27,450 (2019 - £93,312) and the aggregate amount of capital and reserves at the end of the period was £435,563 (2019 - £408,113).

In the prior year, the charity held 33.33% of the shares in Garon Park Golf Complex Limited. On 14 April 2020, the remaining shares were acquired for £1,085,000. As a result, Garon Park Golf Complex Limited is now a wholly owned subsidiary and consolidated accounts are now required.

On consolidation, £849,108 of goodwill has arisen and is shown in the intangible assets note. The goodwill is being amortised over 10 years.

#### 16 Stock

|        | Group          |          | Charity  |          |
|--------|----------------|----------|----------|----------|
|        | 2020           | 2019     | 2020     | 2019     |
|        | £              | £        | £        | £        |
| Stocks | <u>105,335</u> | <u>-</u> | <u>-</u> | <u>-</u> |

#### Group

The cost of stock recognised as an expense in the year amounted to £224,309 (2019 - £367,685).

#### 17 Debtors

|                             | Group         |               | Charity       |               |
|-----------------------------|---------------|---------------|---------------|---------------|
|                             | 2020          | 2019          | 2020          | 2019          |
|                             | £             | £             | £             | £             |
| Trade debtors               | -             | 4,211         | -             | 4,211         |
| Due from group undertakings | -             | 38,696        | 79,455        | 38,696        |
| Prepayments                 | 44,508        | -             | -             | -             |
| VAT recoverable             | 48,986        | -             | -             | -             |
| Other debtors               | <u>1,503</u>  | <u>1,504</u>  | <u>1,507</u>  | <u>1,504</u>  |
|                             | <u>94,997</u> | <u>44,411</u> | <u>80,962</u> | <u>44,411</u> |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### 18 Cash and cash equivalents

|                                                      | Group          |                 | Charity      |                 |
|------------------------------------------------------|----------------|-----------------|--------------|-----------------|
|                                                      | 2020           | 2019            | 2020         | 2019            |
|                                                      | £              | £               | £            | £               |
| Cash at bank                                         | 273,955        | -               | 3,895        | -               |
| Bank overdrafts                                      | -              | (46,996)        | -            | (46,996)        |
| Cash and cash equivalents in statement of cash flows | <u>273,955</u> | <u>(46,996)</u> | <u>3,895</u> | <u>(46,996)</u> |

#### 19 Creditors: amounts falling due within one year

|                                    | Group            |                | Charity        |                |
|------------------------------------|------------------|----------------|----------------|----------------|
|                                    | 2020             | 2019           | 2020           | 2019           |
|                                    | £                | £              | £              | £              |
| Bank overdrafts                    | -                | 46,996         | -              | 46,996         |
| Bank loans                         | 49,825           | 42,642         | 44,305         | 42,642         |
| Trade creditors                    | 58,387           | 8,037          | 10,800         | 8,037          |
| Other loans                        | 600,000          | -              | 600,000        | -              |
| Other taxation and social security | 5,204            | -              | -              | -              |
| VAT                                | 19,439           | 2,275          | 19,439         | 2,275          |
| Other creditors                    | 240,251          | -              | 190,000        | -              |
| Pension scheme creditor            | 1,232            | -              | -              | -              |
| Accruals                           | 25,385           | 4,450          | 16,000         | 4,450          |
| Deferred income                    | 206,884          | -              | -              | -              |
|                                    | <u>1,206,607</u> | <u>104,400</u> | <u>880,544</u> | <u>104,400</u> |

Creditors due within one year includes the following liabilities on which security has been given:

|            | Group         |               | Charity       |               |
|------------|---------------|---------------|---------------|---------------|
|            | 2020          | 2019          | 2020          | 2019          |
|            | £             | £             | £             | £             |
| Bank loans | <u>44,304</u> | <u>42,643</u> | <u>44,304</u> | <u>42,643</u> |

The bank loans are secured against the investment properties of the charity.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### Bank borrowings

A Lloyds Bank 10 year loan is denominated in £ with a nominal interest rate of 4.05%, and the final instalment is due on 18 July 2029. The carrying amount at year end is £220,006 (2019 - £241,475).

A Lloyds Bank 5 year loan is denominated in £ with a nominal interest rate of 4.51%, and the final instalment is due on 18 July 2024. The carrying amount at year end is £221,093 (2019 - £241,700).

Both bank loans in the parent charity are secured against the investment properties.

A Lloyds Bank bounce back loan, held by the subsidiary, is denominated in £ with a nominal interest rate of 2.5%, and the final instalment is due on 11 May 2026. The carrying amount at year end is £50,000 (2019 - £Nil).

Interest is not payable on the bounce back loan until 11 June 2021.

#### Other borrowing

A loan from the Fowler Smith & Jones Trust with a carrying amount at the year end of £600,000 (2019 - £Nil) is denominated in £ with a nominal interest rate of 4% (2019 - 0%). .

#### Deferred income

|                                  | 2020<br>£      | 2019<br>£ |
|----------------------------------|----------------|-----------|
| Resources deferred in the period | <u>209,960</u> | <u>-</u>  |

The deferred income relates to membership fees and season & block ticket income received in the subsidiary relating to future periods.

#### 20 Creditors: amounts falling due after one year

|            | Group          |                | Charity        |                |
|------------|----------------|----------------|----------------|----------------|
|            | 2020<br>£      | 2019<br>£      | 2020<br>£      | 2019<br>£      |
| Bank loans | <u>441,275</u> | <u>440,532</u> | <u>396,795</u> | <u>440,532</u> |

Creditors amounts falling due after more than one year includes the following liabilities on which security has been given:

|            | Group          |                | Charity        |                |
|------------|----------------|----------------|----------------|----------------|
|            | 2020<br>£      | 2019<br>£      | 2020<br>£      | 2019<br>£      |
| Bank loans | <u>396,795</u> | <u>440,532</u> | <u>396,795</u> | <u>440,532</u> |

The bank loans are secured against the investment properties of the charity.

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

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#### Charity

Included in the creditors are the following amounts due after more than five years:

|                                           | 2020           | 2019           |
|-------------------------------------------|----------------|----------------|
|                                           | £              | £              |
| After more than five years by instalments | <u>101,795</u> | <u>127,256</u> |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

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#### 21 Obligations under leases and hire purchase contracts

##### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

|                            | Group         |          | Charity  |          |
|----------------------------|---------------|----------|----------|----------|
|                            | 2020          | 2019     | 2020     | 2019     |
|                            | £             | £        | £        | £        |
| <b>Other</b>               |               |          |          |          |
| Within one year            | 23,608        | -        | -        | -        |
| Between one and five years | <u>1,833</u>  | <u>-</u> | <u>-</u> | <u>-</u> |
|                            | <u>25,441</u> | <u>-</u> | <u>-</u> | <u>-</u> |

# Norman Garon Trust

## Notes to the Financial Statements for the Year Ended 31 December 2020

### 22 Funds

#### Group

|  | Balance at 1<br>January<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2020<br>£ |
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|

#### Unrestricted funds

|                    |                  |                  |                    |          |                  |
|--------------------|------------------|------------------|--------------------|----------|------------------|
| Unrestricted funds | <u>4,212,919</u> | <u>1,441,345</u> | <u>(1,316,288)</u> | <u>-</u> | <u>4,337,976</u> |
|--------------------|------------------|------------------|--------------------|----------|------------------|

|  | Balance at 1<br>January<br>2019<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2019<br>£ |
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|

#### Unrestricted funds

|                    |                  |                |                  |                |                  |
|--------------------|------------------|----------------|------------------|----------------|------------------|
| Unrestricted funds | <u>3,887,053</u> | <u>210,283</u> | <u>(181,416)</u> | <u>296,999</u> | <u>4,212,919</u> |
|--------------------|------------------|----------------|------------------|----------------|------------------|

#### Charity

|  | Balance at 1<br>January<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2020<br>£ |
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|

#### Unrestricted funds

|                    |                  |                |                  |          |                  |
|--------------------|------------------|----------------|------------------|----------|------------------|
| Unrestricted funds | <u>4,212,919</u> | <u>597,669</u> | <u>(234,781)</u> | <u>-</u> | <u>4,575,807</u> |
|--------------------|------------------|----------------|------------------|----------|------------------|

|  | Balance at 1<br>January<br>2019<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Other<br>recognised<br>gains/(losses)<br>£ | Balance at<br>31<br>December<br>2019<br>£ |
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|
|--|--------------------------------------|----------------------------|----------------------------|--------------------------------------------|-------------------------------------------|

#### Unrestricted funds

|                    |                  |                |                  |                |                  |
|--------------------|------------------|----------------|------------------|----------------|------------------|
| Unrestricted funds | <u>3,887,053</u> | <u>210,283</u> | <u>(181,416)</u> | <u>296,999</u> | <u>4,212,919</u> |
|--------------------|------------------|----------------|------------------|----------------|------------------|

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### 23 Analysis of net assets between funds

| Group                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Intangible fixed assets | 764,197                    | -                        | 764,197            |
| Tangible fixed assets   | 1,127,374                  | -                        | 1,127,374          |
| Fixed asset investments | 3,620,000                  | -                        | 3,620,000          |
| Current assets          | 474,287                    | -                        | 474,287            |
| Current liabilities     | (1,206,607)                | -                        | (1,206,607)        |
| Creditors over 1 year   | (441,275)                  | -                        | (441,275)          |
| Total net assets        | <u>4,337,976</u>           | <u>-</u>                 | <u>4,337,976</u>   |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Tangible fixed assets   | 763,440                    | -                        | 763,440            |
| Fixed asset investments | 3,950,000                  | -                        | 3,950,000          |
| Current assets          | 44,411                     | -                        | 44,411             |
| Current liabilities     | (104,400)                  | -                        | (104,400)          |
| Creditors over 1 year   | (440,532)                  | -                        | (440,532)          |
| Total net assets        | <u>4,212,919</u>           | <u>-</u>                 | <u>4,212,919</u>   |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

#### Charity

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Tangible fixed assets   | 733,289                    | -                        | 733,289            |
| Fixed asset investments | 5,035,000                  | -                        | 5,035,000          |
| Current assets          | 84,857                     | -                        | 84,857             |
| Current liabilities     | (880,544)                  | -                        | (880,544)          |
| Creditors over 1 year   | (396,795)                  | -                        | (396,795)          |
| Total net assets        | <u>4,575,807</u>           | <u>-</u>                 | <u>4,575,807</u>   |

|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
|-------------------------|----------------------------|--------------------------|--------------------|
| Tangible fixed assets   | 763,440                    | -                        | 763,440            |
| Fixed asset investments | 3,950,000                  | -                        | 3,950,000          |
| Current assets          | 44,411                     | -                        | 44,411             |
| Current liabilities     | (104,400)                  | -                        | (104,400)          |
| Creditors over 1 year   | (440,532)                  | -                        | (440,532)          |
| Total net assets        | <u>4,212,919</u>           | <u>-</u>                 | <u>4,212,919</u>   |

#### 24 Analysis of net funds

#### Group

|                                   | At 1 January<br>2020<br>£ | Financing cash<br>flows<br>£ | Acquisition of<br>subsidiaries<br>£ | At 31<br>December<br>2020<br>£ |
|-----------------------------------|---------------------------|------------------------------|-------------------------------------|--------------------------------|
| Cash at bank and in hand          | -                         | 3,895                        | 270,060                             | 273,955                        |
| Bank overdraft                    | (46,996)                  | 46,996                       | -                                   | -                              |
|                                   | (46,996)                  | 50,891                       | 270,060                             | 273,955                        |
| Debt due within one year          | (42,642)                  | (601,663)                    | -                                   | (644,305)                      |
| Debt due after more than one year | (440,532)                 | 43,737                       | (44,480)                            | (441,275)                      |
| Net debt                          | <u>(530,170)</u>          | <u>(507,035)</u>             | <u>225,580</u>                      | <u>(811,625)</u>               |

## Norman Garon Trust

### Notes to the Financial Statements for the Year Ended 31 December 2020

|                                   | At 1 January<br>2019<br>£ | Financing cash<br>flows<br>£ | At 31<br>December<br>2019<br>£ |
|-----------------------------------|---------------------------|------------------------------|--------------------------------|
| Bank overdraft                    | (431,967)                 | 384,971                      | (46,996)                       |
| Debt due within one year          | -                         | (42,642)                     | (42,642)                       |
| Debt due after more than one year | -                         | (440,532)                    | (440,532)                      |
| Net debt                          | <u>(431,967)</u>          | <u>(98,203)</u>              | <u>(530,170)</u>               |

#### 25 Related party transactions

##### Group

During the year the group made the following related party transactions:

##### Marlborough House Partners LLP

(P J Tolhurst is a partner)

During the year, £15,000 (2019: £12,000) was paid to Marlborough House Partners LLP for the management and administration of the charity. At the balance sheet date the amount due to Marlborough House Partners LLP was £10,800 (2019 - £Nil).

##### Whirledge and Nott

(M E Hughes is a director and shareholder)

During the year, £3,187 (2019: £2,892) was paid to Whirledge and Nott, Chartered Surveyors, These fees are in respect of management charges for collecting rents and arranging maintenance of the properties on the charity's behalf. At the balance sheet date the amount due to/from Whirledge and Nott was £Nil (2019 - £Nil).

##### Fowler Smith & Jones Trust

(P J Tolhurst & R Furlonger are trustees)

A loan agreement was entered into during the year in which the charity borrowed £800,000 from the Fowler Smith & Jones Trust. During the year, the charity paid the Fowler Smith & Jones Trust interest of £22,500. At the balance sheet date the amount due to Fowler Smith & Jones Trust was £600,000 (2019 - £Nil).