

REGISTERED COMPANY NUMBER: 01392448 (England and Wales)
REGISTERED CHARITY NUMBER: 276673

REPORT OF THE DIRECTORS AND
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
FOR
PARHAM PARK LIMITED

Martin and Company Audit Limited
Chartered Accountants
and Statutory Auditors
25 St Thomas Street
Winchester
Hampshire
SO23 9HJ

PARHAM PARK LIMITED

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FOR THE YEAR ENDED 31 DECEMBER 2020

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PARHAM PARK LIMITED

REPORT OF THE DIRECTORS **FOR THE YEAR ENDED 31 DECEMBER 2020**

The Directors who are also trustees of the charity for the purposes of the Charities Act 2011, present their report with the financial statements of the charity for the year ended 31 December 2020. The Directors have adopted the provisions of 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 2019).

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01392448 (England and Wales)

Registered Charity number

276673

Registered office

33 Queen Anne Street
London
W1G 9HY

Directors

Lady Emma Barnard DL
J V Naunton Davies
Mrs L Petts
C J Schooling
R T Longstaffe-Gowan
T A J Knox

Writer
Solicitor
Chartered Accountant
Surveyor
Gardens Adviser
Director of the Royal
Collection

Company Secretary

Currey & Co LLP
33 Queen Anne Street
London
W1G 9HY

Auditors

Martin and Company Audit Limited
Chartered Accountants
and Statutory Auditors
25 St Thomas Street
Winchester
Hampshire
SO23 9HJ

Bankers

NatWest Bank plc
Worthing, South Street (B) Branch
27, South Street
Worthing
West Sussex
BN11 3AR

PARHAM PARK LIMITED

REPORT OF THE DIRECTORS **FOR THE YEAR ENDED 31 DECEMBER 2020**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity was incorporated on 4 October 1978 and was registered with the Charity Commissioners under Charity Number 276673. It is controlled by its Memorandum and Articles of Association which constitutes it as a limited company, limited by guarantee, as defined by Companies Act 2006.

The management of the Charity is vested in the Directors, of which there are currently six.

Recruitment and appointment of new Directors

The Directors have found it beneficial for future planning if they review their plans generally when they reach the age of 70 years and automatically retire at the age of 75 years, unless specifically requested to continue.

New directors can be appointed, by the majority vote of the existing Directors.

Induction and training of new Directors

The policy of the Directors is to ensure that directors with specialist knowledge are available to cover all areas of the Charity's activities.

The Directors have hitherto been fortunate in being able to appoint directors with extensive existing experience who have not required any additional training. Were the Directors to appoint a director who it is considered would benefit from training in any particular area, then arrangements would be made for such training to be provided. Historically directors have been very familiar with the activities of the Charity before appointment, but in the event that there have been any areas with which they were less familiar the Chairman would discuss these with them in detail.

Organisational structure

The Directors aim to have amongst their number individuals with a diversity of skills and professionalism that enables them to fulfil their obligations to the Charity and add value by assuming responsibilities commensurate with their expertise.

Related parties

The freehold property of Parham Park belongs to the Parham Park Trust (1984), a charitable settlement (hereinafter called "PPT") and is leased to the Charity pursuant to a 99 year lease which was executed on 16th July 2013.

The Charity is financially dependent on receiving grants from PPT which was set up to provide adequate assistance to the Charity to enable it to manage its activities in accordance with its stated objectives registered with the Charity Commission. During 2020 such grants received totalled £542,000 (2019: £983,000). This included funding to assist with the renovation of one of the residential properties.

J V Naunton Davies, who is a director, was also a director of The Dickinson Trust (which is the corporate trustee of PPT) until 9 September 2020.

Risk management

The Directors have introduced a formal risk management process to assess major risks and implement risk management strategies. This involves identifying the major types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks.

PARHAM PARK LIMITED

REPORT OF THE DIRECTORS **FOR THE YEAR ENDED 31 DECEMBER 2020**

OBJECTIVES AND ACTIVITIES

Objectives and aims

The principal objectives of the Charity are to open Parham to the public and to maintain the historic Elizabethan house, its contents and its surrounding parkland, woodlands and farmland amounting to approximately 900 acres.

Ancillary to the main activities of the Charity, other activities are undertaken. Lunches and teas are served from the Big Kitchen in the House and the Mower Shed. There is a House Shop and a Garden Shop. Events and educational courses are organised, appropriate for this environment. All of the aforementioned exist to support the main activity of the Charity and for no other purpose.

The Charity aims to meet the running cost of these objectives from operating revenue, grants and covenanted income.

There are currently six directors who meet twice a year in June and December (and additionally as appropriate) in order to review the strategy and performance of the Charity and its operations and to set operating plans and budgets.

The Charity's operations are restricted to the furtherance of its charitable objectives, and governed by its memorandum and articles of association.

The Directors may borrow money for the charitable objectives of the Charity. It can purchase, lease, exchange or otherwise acquire any real or personal property. It can construct, erect, maintain and furnish any land or buildings or other erections necessary or convenient for the charitable work of the Charity. It may also sell, exchange or let land and buildings belonging to the Charity.

Public benefit

The Directors confirm that they have paid due regard to Section 4 of the Charities Act 2006 and the Charity Commission's guidance on public benefit in deciding what activities the Charity should undertake. The following summary demonstrates the benefit to the wider public from the Charity's activities.

Parham Park and its grounds are open to the general public by the Charity from Easter to October each year. The outstanding Elizabethan House (Listed Grade 1) dates from 1577 and includes a magnificent Great Hall and spectacular Long Gallery, the latter being the third longest in England. The house has been open to visitors since 1948. The contents include many rare portraits, items of furniture and a needlework collection of national importance. There are 11 acres of Walled Garden and Pleasure Grounds. It is clearly for the benefit of the wider public to preserve this historic property and its surrounding landscape, and to encourage public admission to it for the purposes of appreciation and education.

In his acclaimed book "England's Thousand Best Houses", Simon Jenkins, former Chairman of the National Trust, gave Parham a "5 star" rating and considered it to be one of the top twenty houses in the country. He wrote "Nothing at Parham is superfluous, nothing unloved. It is a house of magic."

ACHIEVEMENT AND PERFORMANCE

Charitable activities

In 2020 as a result of the lockdown announced by the Prime Minister, Parham House and Gardens was unable to open to visitors for the season on Sunday 12 April 2020 (Easter Sunday) as usual.

The implications of the COVID-19 pandemic were then carefully considered by the Directors at an emergency meeting held (by Zoom) on 14 May 2020. The Directors noted that they owed fiduciary duties to act, and to take objective decisions, in the best interests of the Charity, and that those interests were wide ranging (including financial implications and reputational issues). The Directors were particularly concerned about taking an injudicious decision which might have an adverse impact on the health and safety of the Charity's tenants, staff, volunteers and visitors. The unusual and specific situation on the ground at Parham meant that Public Health England's guidance on social distancing would not be capable of being followed and enforced in either the House or the Gardens, even if it transpired that government guidelines would subsequently permit the reopening of ticketed venues.

The Directors unanimously resolved that Parham should remain closed for the duration of the 2020 season, albeit this decision would be periodically reviewed by the Senior Management Team, who would immediately come forward to advise the Directors if they considered that it would be prudent and safe to reopen the House and/or Gardens at some future stage in 2020.

It was also agreed that the Charity would use an unforeseen period of closure in 2020 as an unprecedented opportunity (i) to commence dealing with the eradication of pernicious weeds in all the borders of the Walled Garden and on the South Front and (ii) to deal with complex and time consuming outstanding renovations and repairs in the House and across the entire Estate. This would ensure that Parham House and Gardens could continue to be enjoyed by visitors for many generations to come.

In 2019 Parham was open for a total of 105 days between the months of April and October and received a total of 24,496 visitors.

The Charity received some operating income from the sale of plants which had been purchased in anticipation of the 2020 season in late May /June and for permitted sporting activities such as horse riding and fishing.

The Charity played host to a small film crew from a production company called Playsports Network in September to allow outdoor filming for their documentary titled "The Lost Origins of the Modern Bike".

The Charity is grateful for the unstinting efforts of all its staff, both permanent and seasonal, and volunteers who are involved in the operating activities.

PARHAM PARK LIMITED

REPORT OF THE DIRECTORS **FOR THE YEAR ENDED 31 DECEMBER 2020**

FINANCIAL REVIEW

Financial activities and results

Operating income from opening Parham Park to the public and related activities totalled £82,295 (2019: £453,520) as shown in note 4 of these accounts. Expenditure relating to the opening and the maintenance of the property totalled £721,545 (2019: £1,124,536) as shown in note 6 of these accounts. Support costs of the Charity totalled £235,771 (2019: £304,127) as shown in note 7 of these accounts. There was therefore an operating deficit on opening and maintaining the property of £875,021 (2019: £975,143). Non-operating income including donations, rental income, bank interest and a grant from PPT totalled £897,008 for the year, of which £595,823 was voluntary income (2019: £1,252,392 of which £1,007,092 was voluntary income). Included within the grant income is £43,082 received under the government Covid Job Retention Scheme. Investment management costs for the year totalled £62,347 (2019: £37,269).

The deficit for the year was £36,966 (2019: surplus of £239,840) on unrestricted general funds.

Reserves policy

As the costs of maintaining, improving and opening Parham to the public each year exceeds the income resources of the Charity, an annual grant is sought from PPT.

The Charity's reserves at the end of the year amounted to £1,348,959 (2019: £1,385,925).

FUTURE DEVELOPMENTS

The Charity's objective is to preserve Parham House, its gardens, parkland, collections and its ethos to the highest standards practicable, and to ensure that Parham can continue to be open to visitors and enjoyed by future generations.

It is envisaged that operating deficits will continue to be covered by grants.

EVENTS SINCE YEAR END /CORONAVIRUS (COVID-19) PANDEMIC

A new Head Gardener was employed from January 2021 and work on the renovations of the gardens is ongoing.

On 25 April 2021 the charity was able to open the gardens again to the public using a timed ticket entry system. It is anticipated that the house will similarly open on or around 27 June 2021 if COVID conditions allow.

PARHAM PARK LIMITED

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2020

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Directors are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Directors are aware:

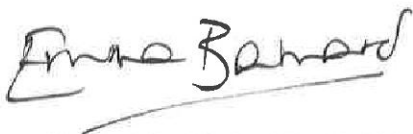
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Martin and Company Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

Approved by order of the board of Directors on 21st June 2021 and signed on its behalf by:



.....
Lady Emma Barnard DL - Director



.....
Lynn Petts - Director

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PARHAM PARK LIMITED

Opinion

We have audited the financial statements of Parham Park Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company'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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PARHAM PARK LIMITED

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Directors.

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities, the directors (who are also the trustees of the charitable company for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors 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 directors 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 directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We obtained an understanding of the legal and regulatory framework applicable to the company via discussions with the directors and our previous knowledge of the charitable company. This identified that the most significant laws and regulations relate to the form and content of the financial statements such as the UK Companies Act 2006, Charities Act 2011 and the Charities SORP (FRS 102). The charitable company complies with these laws and regulations by using appropriately qualified professionals to prepare the financial statements.

As part of our planning process we assessed susceptibility of the charitable company's financial statements to material misstatements, including how fraud might occur by making an assessment of the key risks. The key risk identified in respect of Parham Park Limited is management override. The directors confirmed no actual, suspected or alleged cases of fraud.

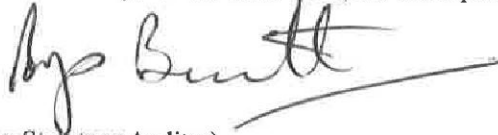
Based on this assessment we designed our audit procedures to address these key risk areas with an emphasis on testing the controls in place in those areas susceptible to management override including testing manual journals and making enquiries of management.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PARHAM PARK LIMITED**

Use of our report

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



J A Burnett (Senior Statutory Auditor)
for and on behalf of Martin and Company Audit Limited
Chartered Accountants
and Statutory Auditors
25 St Thomas Street
Winchester
Hampshire
SO23 9HJ

Date: 22nd June 2021.

PARHAM PARK LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	31.12.20 Unrestricted funds £	31.12.19 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	2	595,823	1,007,092
Charitable activities			
House	4	1,202	92,135
Gardens		7,480	109,078
Catering room		210	116,551
Shop		28	38,587
Estate and woodlands		73,375	97,169
Investment income	3	301,185	245,300
			-
Total		979,303	1,705,912
EXPENDITURE ON			
Investment management costs	5	62,347	37,269
Charitable activities			
House	6	164,528	247,329
Gardens		219,241	234,003
Catering room		9,066	128,468
Shop		3,028	26,800
Estate and woodlands		103,390	152,519
Administration		223,082	261,037
Major property repairs		234,981	378,507
Other		421	140
Total		1,020,084	1,466,072
Net gain on investments and other fixed assets		3,815	-
NET INCOME/(EXPENDITURE)		(36,966)	239,840
RECONCILIATION OF FUNDS			
Total funds brought forward		1,385,925	1,146,085
TOTAL FUNDS CARRIED FORWARD		1,348,959	1,385,925

CONTINUING OPERATIONS

All incoming resources and resources expended arise from continuing activities.

The notes form part of these financial statements

PARHAM PARK LIMITED

BALANCE SHEET
31 DECEMBER 2020

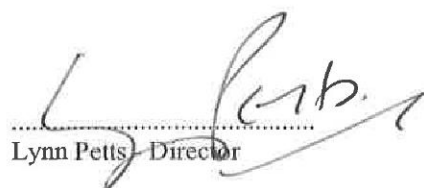
		31.12.20 Unrestricted funds £	31.12.19 Total funds £
FIXED ASSETS	Notes		
Tangible assets	11	1,244,479	1,216,328
CURRENT ASSETS			
Stocks	12	41,313	39,778
Debtors	13	155,585	102,393
Cash at bank and in hand		100,257	241,561
		297,155	383,732
CREDITORS			
Amounts falling due within one year	14	(192,675)	(214,135)
NET CURRENT ASSETS		104,480	169,597
TOTAL ASSETS LESS CURRENT LIABILITIES		1,348,959	1,385,925
NET ASSETS		1,348,959	1,385,925
FUNDS	15		
Unrestricted funds		1,348,959	1,385,925
TOTAL FUNDS		1,348,959	1,385,925

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

The financial statements were approved by the Board of Directors and authorised for issue on 21st June 2021 and were signed on its behalf by:



.....
Lady Emma Barnard DL - Director



.....
Lynn Petts - Director

The notes form part of these financial statements

PARHAM PARK LIMITED**CASH FLOW STATEMENT**
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	31.12.20 £	31.12.19 £
Cash flows from operating activities			
Cash generated from operations	1	(46,965)	431,859
Interest paid		<u>(4,859)</u>	<u>(8,396)</u>
Net cash (used in)/provided by operating activities		<u>(51,824)</u>	<u>423,463</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		(93,579)	(291,752)
Sale of tangible fixed assets		4,099	-
Interest received		<u>-</u>	<u>73</u>
Net cash used in investing activities		<u>(89,480)</u>	<u>(291,679)</u>
 Change in cash and cash equivalents in the reporting period		 (141,304)	 131,784
Cash and cash equivalents at the beginning of the reporting period		<u>241,561</u>	<u>109,777</u>
 Cash and cash equivalents at the end of the reporting period		 <u>100,257</u>	 <u>241,561</u>

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.20 £	31.12.19 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(36,966)	239,840
Adjustments for:		
Depreciation charges	65,144	55,287
Profit on disposal of fixed assets	(3,815)	-
Interest received	-	(73)
Interest paid	4,859	8,396
Increase in stocks	(1,535)	(5,473)
(Increase)/decrease in debtors	(53,192)	164,035
Decrease in creditors	(21,460)	(30,153)
Net cash (used in)/provided by operations	<u>(46,965)</u>	<u>431,859</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.20 £	Cash flow £	At 31.12.20 £
Net cash			
Cash at bank and in hand	<u>241,561</u>	<u>(141,304)</u>	<u>100,257</u>
	<u>241,561</u>	<u>(141,304)</u>	<u>100,257</u>
Total	<u>241,561</u>	<u>(141,304)</u>	<u>100,257</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements have been prepared on a going concern basis. The company is dependent on continued support from Parham Park Trust. From discussions with the trustees of this charity the directors believe that adequate funds will continue to be made available to support the company during the next twelve months. On this basis, the directors consider it appropriate to prepare the financial statements on the going concern basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

- i) Revenue represents the net amount charged to visitors less any Park discounts, excluding value added tax.
- ii) Grants received and covenanted income represents the amounts received during the period, together with any taxation recoverable thereon. Grants include grants received in respect of the HMRC Coronavirus Job Retention Scheme.
- iii) Investment income is earned through holding assets for investment purposes such as property. It includes interest and rent.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Governance costs

Comprises the costs of governance arrangements, which relate to the general running of the Charity.

Allocation and apportionment of costs

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 2-9% on cost
Catering, garden, park etc	- 20% on cost
Fixtures and fittings	- 10% on cost
Motor vehicles	- 25% on reducing balance
Office equipment	- 33% on cost

Tangible fixed assets are stated at cost.

Fixed assets are capitalised where the initial cost exceeds £500.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES - continued

Stocks

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

Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the directors.

Hire purchase and leasing commitments

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

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Irrecoverable vat

Irrecoverable VAT is written off to the same expense category in which the actual expenditure was incurred.

2. DONATIONS AND LEGACIES

	31.12.20	31.12.19
	£	£
Donations	10,741	11,096
Gift aid	-	12,996
Grants – Parham Park Trust	542,000	983,000
Grants - CJRS	43,082	-
	<u>595,823</u>	<u>1,007,092</u>

3. INVESTMENT INCOME

	31.12.20	31.12.19
	£	£
Rents received	301,185	245,227
Deposit account interest	-	73
	<u>301,185</u>	<u>245,300</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020

4. INCOME FROM CHARITABLE ACTIVITIES

		31.12.20	31.12.19
	Activity	£	£
Admission charges and sales	House	228	83,789
Other operating income	House	974	8,346
Admission charges and sales	Gardens	-	71,977
Garden plants sold	Gardens	7,480	32,715
Retail sales	Gardens	-	4,386
Retail sales	Catering room	210	116,551
Retail sales	Shop	28	38,587
Other operating income	Estate and woodlands	80	181
Timber sales	Estate and woodlands	-	1,750
Environmental stewardship income	Estate and woodlands	23,532	37,309
Sporting leisure income	Estate and woodlands	6,863	8,179
Park events income	Estate and woodlands	-	8,500
Venison sales	Estate and woodlands	5,828	3,958
Basic Payment Scheme	Estate and woodlands	37,072	37,292
		<u>82,295</u>	<u>453,520</u>

5. INVESTMENT MANAGEMENT COSTS

	31.12.20	31.12.19
	£	£
Insurance	1,583	1,993
Professional costs	4,868	6,552
Property repairs	20,651	3,399
Maintenance charges	2,767	3,505
Security system	689	646
Property depreciation	31,789	21,174
	<u>62,347</u>	<u>37,269</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
House	151,189	13,339	164,528
Gardens	211,383	7,858	219,241
Catering room	9,066	-	9,066
Shop	3,028	-	3,028
Estate and woodlands	103,390	-	103,390
Administration	8,508	214,574	223,082
Major property repairs	234,981	-	234,981
	<u>721,545</u>	<u>235,771</u>	<u>957,316</u>

7. SUPPORT COSTS

	Management £	Governance costs £	Totals £
House	13,339	-	13,339
Gardens	7,858	-	7,858
Administration	163,294	51,280	214,574
	<u>184,491</u>	<u>51,280</u>	<u>235,771</u>

Support costs, included in the above, are as follows:

Governance costs

	31.12.20	31.12.19
	Administration £	Total activities £
Auditors' remuneration	4,800	5,465
Auditors' remuneration for non audit work	2,000	3,850
Legal fees	8,963	10,100
Management expenses	<u>35,517</u>	<u>33,279</u>
	<u>51,280</u>	<u>52,694</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**8. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.12.20	31.12.19
	£	£
Auditors' remuneration	4,800	5,465
Other non-audit services	2,000	3,850
Depreciation - owned assets	65,144	55,287
Hire of plant and machinery	1,106	2,664
Surplus on disposal of fixed assets	<u>(3,815)</u>	<u>-</u>

9. DIRECTORS' REMUNERATION AND BENEFITS

There were no directors' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Directors' expenses

	31.12.20	31.12.19
	£	£
Directors' expenses	<u>421</u>	<u>140</u>

During the year the directors were reimbursed travel expenses of £421 (2019: £140).

10. STAFF COSTS

	31.12.20	31.12.19
	£	£
Wages and salaries	329,182	479,763
Social security costs	20,286	20,530
Other pension costs	<u>7,499</u>	<u>7,237</u>
	<u>356,967</u>	<u>507,530</u>

The average monthly number of employees during the year was as follows:

	31.12.20	31.12.19
Administration	5	5
House	5	5
Gardens	8	7
Estate and woods	1	1
Seasonal staff	<u>2</u>	<u>71</u>
	<u>21</u>	<u>89</u>

No employees received emoluments in excess of £60,000.

Key management personnel remuneration was £98,997 (2019: £122,814).

Other pension costs relate to the pension contributions that the Charity makes for the benefit of senior employees and as legally required for all other employees.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020

10. STAFF COSTS - continued

The assets of the scheme are administered in a fund independent from those of the Charity.

11. TANGIBLE FIXED ASSETS

	Improvements to property £	Catering, garden, park etc £	Fixtures and fittings £
COST			
At 1 January 2020	1,368,667	226,589	10,726
Additions	53,106	40,473	-
Disposals	-	(16,864)	-
At 31 December 2020	1,421,773	250,198	10,726
DEPRECIATION			
At 1 January 2020	214,350	168,190	10,652
Charge for year	39,752	23,946	15
Eliminated on disposal	-	(16,580)	-
At 31 December 2020	254,102	175,556	10,667
NET BOOK VALUE			
At 31 December 2020	1,167,671	74,642	59
At 31 December 2019	1,154,317	58,399	74
	Motor vehicles £	Office equipment £	Totals £
COST			
At 1 January 2020	19,845	49,948	1,675,775
Additions	-	-	93,579
Disposals	-	-	(16,864)
At 31 December 2020	19,845	49,948	1,752,490
DEPRECIATION			
At 1 January 2020	18,599	47,656	459,447
Charge for year	309	1,122	65,144
Eliminated on disposal	-	-	(16,580)
At 31 December 2020	18,908	48,778	508,011
NET BOOK VALUE			
At 31 December 2020	937	1,170	1,244,479
At 31 December 2019	1,246	2,292	1,216,328

The leasehold improvements are capitalised at cost and provision made by way of a depreciation charge to reflect that cost over the period during which the charity will derive economic benefit from those improvements. No compensation is due in

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020

respect of these improvements under the terms of the lease and as such these improvements are not realisable assets. If at any time a property on which the charity has incurred improvement expenditure becomes redundant or is withdrawn from the lease any remaining unexpended cost will be written off as an expense at that time.

12. STOCKS

	31.12.20	31.12.19
	£	£
Stocks	<u>41,313</u>	<u>39,778</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20	31.12.19
	£	£
Trade debtors	10,495	11,906
VAT	8,213	15,641
Prepayments and accrued income	<u>136,877</u>	<u>74,846</u>
	<u>155,585</u>	<u>102,393</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20	31.12.19
	£	£
Trade creditors	42,404	174,318
Accruals and deferred income	<u>150,271</u>	<u>39,817</u>
	<u>192,675</u>	<u>214,135</u>

15. MOVEMENT IN FUNDS

	At 1.1.20	Net movement in funds	At 31.12.20
	£	£	£
Unrestricted funds			
General fund	1,385,925	-	1,385,925
Accumulated surplus/(deficit)	-	(36,966)	(36,966)
	<u>1,385,925</u>	<u>(36,966)</u>	<u>1,348,959</u>
TOTAL FUNDS	<u>1,385,925</u>	<u>(36,966)</u>	<u>1,348,959</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
Accumulated surplus/(deficit)	983,118	(1,020,084)	(36,966)
	<u>983,118</u>	<u>(1,020,084)</u>	<u>(36,966)</u>
TOTAL FUNDS	<u>983,118</u>	<u>(1,020,084)</u>	<u>(36,966)</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**15. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

	At 1.1.19 £	Net movement in funds £	At 31.12.19 £
Unrestricted funds			
General fund	1,146,085	-	1,146,085
Accumulated surplus/(deficit)	-	239,840	239,840
	<u>1,146,085</u>	<u>239,840</u>	<u>1,385,925</u>
TOTAL FUNDS	<u>1,146,085</u>	<u>239,840</u>	<u>1,385,925</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Accumulated surplus/(deficit)	1,705,912	(1,466,072)	239,840
	<u>1,705,912</u>	<u>(1,466,072)</u>	<u>239,840</u>
TOTAL FUNDS	<u>1,705,912</u>	<u>(1,466,072)</u>	<u>239,840</u>

Unrestricted funds

The unrestricted funds represents the free funds of the Charity and includes amounts which the Directors have designated for particular purposes.

16. RELATED PARTY DISCLOSURES

During 1996 the freehold ownership of the mansion, surrounding park land and other property was acquired by Parham Park Trust (PPT). Subsequent to this, the leasehold interest of the Charity was extended to cover all the property owned by the PPT. A new 99 year lease was agreed on 16th July 2013 which is in accordance with the provisions in the Charity's Memorandum.

The Charity is financially dependent on receiving grants from the PPT which was set up to provide adequate assistance to the Charity to enable it to manage its properties in accordance with the stated objectives registered with the Charity Commissioners. During 2020 such grants totalled £542,000 (2019: £983,000).

Parham Park Trust donates the rental income received for a residential property to the charity. This amounted to £10,410 in the year (2019: £10,740).

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020

17. SHARE CAPITAL

The Charity is a company limited by guarantee and does not have share capital. The accounts do not therefore include a reconciliation of movements in shareholder funds.

18. LIABILITY OF THE MEMBERS

Every member of the company undertakes to contribute to the assets of the Charity such as may be required, not exceeding £1, in the event of the Charity being wound up while they are members or within one year of their ceasing to be members. This will be for the payment of the debts and liabilities of the Charity contracted before they cease to be members and of the costs, charges and expenses of winding up for the adjustment of the rights of the contributions. The number of members at 31 December 2020 was three.

19. TRANSACTIONS WITH DIRECTORS

During the year, in the ordinary course of business, the Charity incurred costs with Currey & Co LLP, a firm of solicitors in which J V Naunton Davies is a partner, totalling £8,963 (2019: £9,813).

Mr R Longstaffe-Gowan was paid £854 (2019: £1,846) for professional garden advisory services provided.

Mr C Schooling received £1,505 (2019: £1,986) in respect of professional services provided during the year.

The Charity also received an open market rent from Lady Emma Barnard for the private residence in the main house. The rent payable is independently assessed by a qualified surveyor in compliance with the provisions of Charities Act 2011 Sections 117-121. This totalled £30,000 (2019: £28,763). Expenses of £28,826 (2019: £27,593) relating to the personal running costs of the private residence in the main house were recharged. Of this £27,816 (2019: £25,631) was reimbursed leaving a balance due from Lady Emma Barnard of £1,010 at the year end (2019: £1,962).

Expenses of £2,205 (2019: £823) were recharged to Lady Emma Barnard Children's Trust during the year.