

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 2022
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 2022

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PARHAM PARK LIMITED

REPORT OF THE DIRECTORS **FOR THE YEAR ENDED 31 DECEMBER 2022**

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 2022. 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
The Estate Office
Parham Park
Pulborough
West Sussex
RH20 4HS

Directors

Lady Emma Barnard
C J Schooling
R T Longstaffe-Gowan
T A J Knox
Mrs A Best
Mrs N Eagle

Writer
Surveyor
Gardens Adviser
Museum Director
HR consultant
Retired Trust Accountant

Mrs L Petts resigned as a director on 21st June 2022.

Mrs N Eagle was appointed as a director on 21st June 2022.

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 2022**

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 to have been able to appoint directors with extensive existing experience who have not required any additional training. Were they to appoint a director who they considered would benefit from training in a particular area, arrangements would be made for such training to be provided. Historically, directors have been familiar with the activities of the Charity before appointment, but in the event that there existed aspects with which they were less familiar, the Chairman and any other relevant Directors would discuss these in detail with them in order to bring them up to a proper understanding of the nature and workings of the Charity.

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 2022 such grants received totalled £450,000 (2021: £446,225).

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.

Key Management Remuneration Policy

The salaries of the Senior Management Team are set by the directors based on benchmarking against similar roles in estates of a similar nature and size, some of which are also charities.

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. Light lunches and teas are served from the Mower Shed and, for large groups, from the Big Kitchen in the House. 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 2011 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 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

Parham was able to open to the public at Easter as usual following disruption from COVID-19 in 2020 and 2021. In total the House and Gardens were open for 103 days between the months of April and October. This compares with 100 days in 2021 for the Gardens and 49 days for the House due to Covid precautions. Parham received a total of 18,480 visitors compared with 13,814 in 2021. The House and Gardens closed twice during the year as a mark of respect upon the death of Her Late Majesty Queen Elizabeth II.

In addition to the normal open days (Wednesdays, Thursdays, Fridays, Sundays and Bank Holidays), Parham organised several special events.

These included:

- Horsham Arts Society 50th Anniversary Celebration – An exclusive visit for the members of the Horsham Arts Society on Monday 23rd May.
- Horsham School of Botanical Art Exhibition – An exhibition of fine botanical paintings and photography held over two weeks at Parham.
- Sussex Steam Rally – An externally organised event hosted at Parham which took place on the estate over the weekend of the 9th and 10th July.
- Jaguars Enthusiast Club Rally – Parham hosted the Jaguar Enthusiasts Club for the intra-regional meeting organised by the South East Committee.

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 2022**

The following are just some of the many comments of appreciation made by visitors during 2022:

- *"Lovely to be back. I love this place and am emotional to be here."*
- *"Stunning. Everything about the place is loved. I really enjoyed the fresh flowers everywhere."*
- *"A fabulous visit. I have seen a lot of stately homes but none on a par with this. Thank you so much."*
- *"The marvellous contents of this obviously much loved house bowled me over. The beauty of the house, the wonderful paintings, tapestries, furniture, and clocks. The size of the Long Gallery and Great Hall – incredible. Add to this helpful, knowledgeable volunteers, a good shop and an excellent tearoom – what is there not to like?"*
- *"Unexpected. What a wonderful house and staff."*
- *"An absolutely fantastic house and gardens."*

FINANCIAL REVIEW

Financial activities and results

Operating income from opening Parham Park to the public and related activities totalled £320,694 (2021: £220,079) as shown in note 4 of these accounts. Expenditure relating to the opening and the maintenance of the property totalled £780,891 (2021: £583,439) as shown in note 6 of these accounts. Support costs of the Charity totalled £289,981 (2021: £261,831) as shown in note 7 of these accounts. There was therefore an operating deficit on opening and maintaining the property of £750,178 (2021: £625,191). Non-operating income including donations, rental income, bank interest and a grant from PPT totalled £793,639 for the year, of which £469,709 was voluntary income (2021: £804,380 of which £494,308 was voluntary income). Included within the grant income is £0 (2021: £27,318) received under the government Covid Job Retention Scheme. Investment management costs for the year totalled £72,098 (2021: £60,532).

The deficit for the year was £29,230 (2021: surplus of £117,796) 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 £1,541,300 (2021: £1,570,530).

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

Information relating to events since the end of the year is given in the notes to the financial statements.

PARHAM PARK LIMITED

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2022

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors (who are also the trustees of Parham Park Limited for the purposes of charity law) 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:

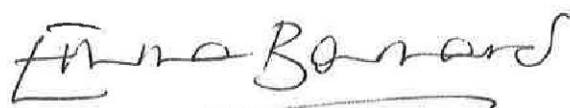
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Martin and Company Audit Limited (the called Martin and Company), were appointed by a resolution of the members in respect of the accounting period ended 31st December 2012 and have been deemed to be re-appointed in respect of subsequent accounting periods in accordance with section 487 Companies Act 2006.

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 30th June 2023 and signed on its behalf by:



.....
Lady Emma Barnard - 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 2022 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 (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 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.

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.

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

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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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.

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 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) as well as Health & Safety and Employment laws. The company complies with these laws and regulations by using appropriately qualified professionals to prepare the financial statements and to provide advice on ensuring Health & Safety and Employment policies are adequate.

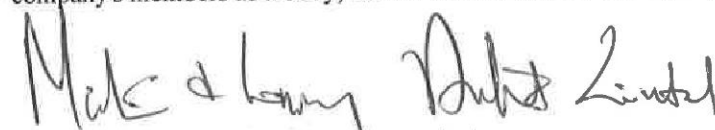
As part of our planning process we assessed susceptibility of the company's financial statements to material misstatements, including how fraud might occur by making an assessment of the key risks. The key risk identified in respect of Parham Park Limited is management override. The directors confirmed 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. We also reviewed correspondence, including minutes of the directors' meetings and legal and professional fees to identify any non-compliance with relevant laws and regulations.

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.

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.



David Barr FCA (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: 20 July 2023

PARHAM PARK LIMITED**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2022**

		31.12.22 Unrestricted funds £	31.12.21 Total funds £
INCOME AND ENDOWMENTS FROM	Notes		
Donations and legacies	2	469,709	494,308
Charitable activities	4		
House		88,065	46,633
Gardens		90,873	74,015
Catering room		14,540	4,412
Shop		27,908	12,948
Estate and woodlands		99,308	82,071
Investment income	3	323,930	310,072
Total		1,114,333	1,024,459
EXPENDITURE ON			
Investment management costs	5	72,098	60,532
Charitable activities	6		
House		254,164	222,894
Gardens		288,844	244,596
Catering room		11,979	6,541
Shop		18,006	9,146
Estate and woodlands		142,385	89,694
Administration		264,562	243,011
Major property repairs		90,932	29,388
Other		593	861
Total		1,143,563	906,663
NET INCOME/(EXPENDITURE)		(29,230)	117,796
RECONCILIATION OF FUNDS			
Total funds brought forward		1,570,530	1,452,734
TOTAL FUNDS CARRIED FORWARD		1,541,300	1,570,530

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 2022

	Notes	31.12.22 Unrestricted funds £	31.12.21 Total funds £
FIXED ASSETS			
Tangible assets	11	1,247,654	1,233,926
CURRENT ASSETS			
Stocks	12	28,070	33,046
Debtors	13	280,464	253,241
Cash at bank and in hand		159,805	133,004
		468,339	419,291
CREDITORS			
Amounts falling due within one year	14	(174,693)	(82,687)
NET CURRENT ASSETS		293,646	336,604
TOTAL ASSETS LESS CURRENT LIABILITIES		1,541,300	1,570,530
NET ASSETS		1,541,300	1,570,530
FUNDS	15		
Unrestricted funds		1,541,300	1,570,530
TOTAL FUNDS		1,541,300	1,570,530

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 30th June 2023 and were signed on its behalf by:



.....
Lady Emma Barnard - Director

The notes form part of these financial statements

PARHAM PARK LIMITED**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Notes	31.12.22 £	31.12.21 £
Cash flows from operating activities			
Cash generated from operations	1	121,923	100,034
Interest paid		<u>(8,714)</u>	<u>(7,608)</u>
Net cash provided by operating activities		<u>113,209</u>	<u>92,426</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		(86,408)	(60,152)
Sale of tangible fixed assets		<u>-</u>	<u>474</u>
Net cash used in investing activities		<u>(86,408)</u>	<u>(59,678)</u>
 Change in cash and cash equivalents in the reporting period		26,801	32,748
Cash and cash equivalents at the beginning of the reporting period		<u>133,004</u>	<u>100,256</u>
 Cash and cash equivalents at the end of the reporting period		<u>159,805</u>	<u>133,004</u>

The notes form part of these financial statements

PARHAM PARK LIMITED**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2022****1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM
OPERATING ACTIVITIES**

	31.12.22 £	31.12.21 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(29,230)	117,796
Adjustments for:		
Depreciation charges	72,680	69,898
Loss on disposal of fixed assets	-	333
Interest paid	8,714	7,608
Decrease in stocks	4,976	8,267
Increase in debtors	(27,223)	(97,656)
Increase/(decrease) in creditors	92,006	(6,212)
Net cash provided by operations	<u>121,923</u>	<u>100,034</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.22 £	Cash flow £	At 31.12.22 £
Net cash			
Cash at bank and in hand	<u>133,004</u>	<u>26,801</u>	<u>159,805</u>
	<u>133,004</u>	<u>26,801</u>	<u>159,805</u>
Total	<u>133,004</u>	<u>26,801</u>	<u>159,805</u>

The notes form part of these financial statements

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, as modified by the revaluation of certain assets.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

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 receivable 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. Rental income is recognised as the charity's right to receive payment is established.

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 (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

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

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

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 trustees.

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.

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.

2. DONATIONS AND LEGACIES

	31.12.22	31.12.21
	£	£
Donations	12,119	11,508
Gift aid	7,590	9,257
Grants	450,000	446,225
CJRS grant	-	27,318
	<u>469,709</u>	<u>494,308</u>

PARHAM PARK LIMITED**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022****3. INVESTMENT INCOME**

	31.12.22	31.12.21
	£	£
Rents received	<u>323,930</u>	<u>310,072</u>

4. INCOME FROM CHARITABLE ACTIVITIES

		31.12.22	31.12.21
	Activity	£	£
Admission charges and sales	House	72,992	40,019
Other operating income	House	15,073	6,614
Admission charges and sales	Gardens	61,082	49,671
Garden plants sold	Gardens	16,871	17,109
Retail sales	Gardens	12,920	7,235
Retail sales	Catering room	14,540	4,412
Retail sales	Shop	27,908	12,948
Other operating income	Estate and woodlands	82	93
Timber sales	Estate and woodlands	26,016	6,480
Environmental stewardship income	Estate and woodlands	16,710	26,203
Sporting leisure income	Estate and woodlands	8,879	8,880
Park events income	Estate and woodlands	9,561	-
Venison sales	Estate and woodlands	6,678	4,449
Basic Payment Scheme	Estate and woodlands	<u>31,382</u>	<u>35,966</u>
		<u>320,694</u>	<u>220,079</u>

5. RAISING FUNDS**Investment management costs**

	31.12.22	31.12.21
	£	£
Insurance	2,385	1,970
Professional costs	5,662	1,866
Property repairs	28,333	21,855
Maintenance charges	2,942	2,731
Security system	1,025	872
Property depreciation	<u>31,751</u>	<u>31,238</u>
	<u>72,098</u>	<u>60,532</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
House	237,065	17,099	254,164
Gardens	280,524	8,320	288,844
Catering room	11,979	-	11,979
Shop	18,006	-	18,006
Estate and woodlands	142,385	-	142,385
Administration	-	264,562	264,562
Major property repairs	90,932	-	90,932
	<u>780,891</u>	<u>289,981</u>	<u>1,070,872</u>

7. SUPPORT COSTS

	Management £	Governance costs £	Totals £
House	17,099	-	17,099
Gardens	8,320	-	8,320
Administration	<u>222,349</u>	<u>42,213</u>	<u>264,562</u>
	<u>247,768</u>	<u>42,213</u>	<u>289,981</u>

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

Governance costs	31.12.22	31.12.21
		Total activities
	Administration £	£
Auditors' remuneration	6,450	6,000
Auditors' remuneration for non audit work	3,300	3,665
Legal fees	4,463	7,824
Management expenses	<u>28,000</u>	<u>27,999</u>
	<u>42,213</u>	<u>45,488</u>

PARHAM PARK LIMITED**NOTES TO THE FINANCIAL STATEMENTS - continued**
FOR THE YEAR ENDED 31 DECEMBER 2022**8. NET INCOME/(EXPENDITURE)**

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

	31.12.22	31.12.21
	£	£
Auditors' remuneration	6,450	6,000
Other non-audit services	3,300	3,665
Depreciation - owned assets	72,680	69,898
Hire of plant and machinery	2,197	2,943
Deficit on disposal of fixed assets	-	333

9. DIRECTORS' REMUNERATION AND BENEFITS

There were no directors' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

Directors' expenses	31.12.22	31.12.21
	£	£
Directors' expenses	593	528

During the year the directors were reimbursed travel expenses of £593 (2021: £528).

10. STAFF COSTS

	31.12.22	31.12.21
	£	£
Wages and salaries	441,740	371,171
Social security costs	28,496	22,359
Other pension costs	10,303	8,878
	480,539	402,408

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

	31.12.22	31.12.21
Administration	5	5
House	5	5
Gardens	8	8
Estate and woods	3	1
Seasonal staff	20	10
	41	29

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

Key management personnel remuneration was £126,275 (2021: £121,716).

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 2022

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 2022	1,470,413	250,544	20,839
Additions	71,141	15,267	-
Disposals	-	(46,516)	(1,519)
At 31 December 2022	<u>1,541,554</u>	<u>219,295</u>	<u>19,320</u>
DEPRECIATION			
At 1 January 2022	300,677	197,459	11,269
Charge for year	48,164	23,106	1,020
Eliminated on disposal	-	(46,516)	(1,519)
At 31 December 2022	<u>348,841</u>	<u>174,049</u>	<u>10,770</u>
NET BOOK VALUE			
At 31 December 2022	<u>1,192,713</u>	<u>45,246</u>	<u>8,550</u>
At 31 December 2021	<u>1,169,736</u>	<u>53,085</u>	<u>9,570</u>
	Motor vehicles £	Office equipment £	Totals £
COST			
At 1 January 2022	19,845	49,948	1,811,589
Additions	-	-	86,408
Disposals	-	(10,417)	(58,452)
At 31 December 2022	<u>19,845</u>	<u>39,531</u>	<u>1,839,545</u>
DEPRECIATION			
At 1 January 2022	19,142	49,116	577,663
Charge for year	176	214	72,680
Eliminated on disposal	-	(10,417)	(58,452)
At 31 December 2022	<u>19,318</u>	<u>38,913</u>	<u>591,891</u>
NET BOOK VALUE			
At 31 December 2022	<u>527</u>	<u>618</u>	<u>1,247,654</u>
At 31 December 2021	<u>703</u>	<u>832</u>	<u>1,233,926</u>

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 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.

PARHAM PARK LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022

12. STOCKS	31.12.22	31.12.21
	£	£
Stocks	<u>28,070</u>	<u>33,046</u>
13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.12.22	31.12.21
	£	£
Trade debtors	13,999	18,350
VAT	16,528	11,110
Prepayments and accrued income	<u>249,937</u>	<u>223,781</u>
	<u>280,464</u>	<u>253,241</u>
14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.12.22	31.12.21
	£	£
Trade creditors	91,266	26,319
Accruals and deferred income	<u>83,427</u>	<u>56,368</u>
	<u>174,693</u>	<u>82,687</u>

15. MOVEMENT IN FUNDS

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 dependant 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 2022 such grants totalled £450,000 (2021: £446,225).

PPT donates the rental income received for a residential property to the Charity. This amounted to £11,629 in the year (2021: £11,375).

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 2022 was three.

19. TRANSACTIONS WITH DIRECTORS

During the year, in the ordinary course of business, the Charity incurred costs with the following:

Dr T Longstaffe-Gowan was paid £833 (2021: £0) for professional garden advisory services provided.

Mr C Schooling received £6,913 (2021: £2,517) in respect of professional services provided during the year.

Mrs A Best was paid £0 (2021: £250) for 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 (2021: £30,000). Expenses of £40,242 (2021: £38,312) relating to the personal running costs of the private residence in the main house were recharged. Of this £30,209 (2021: £28,957) was reimbursed leaving a balance due from Lady Emma Barnard of £10,033 at the year end (2021: £9,355).

The Charity collected rental income on behalf of Lady Emma Barnard Children's Trust totalling £9,041. This was repaid in full. Expenses of £10,389 (2021: £2,819) were recharged to Lady Emma Barnard Children's Trust during the year.