COMPANY NUMBER: 404951 CHARITY NUMBER: 306141

THE SEA CADET ASSOCIATION (A COMPANY LIMITED BY GUARANTEE) ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2004

Horwath Clark Whitehill

Horwath Clark Whitehill Chartered Accountants 25 New Street Square London EC4A 3LN, UK Tel: +44 (0)20 7353 1577

Fax: +44 (0)20 7583 1720 DX: 0014 London Chancery Lane www.horwathcw.com



ASS COMPANIES HOUSE

0069 17/09/04

THE SEA CADET ASSOCIATION REPORT OF THE DIRECTORS YEAR ENDED 31 MARCH 2004

DIRECTORS

All the Directors are also Trustees of The Sea Cadet Association. The Directors during the period were:

Vice Admiral Sir Jonathan Tod KCB CBE**

(Chairman)

P T Swan OBE FCA*+^<

(Vice Chairman)

Sir Christopher Benson FRICS Colonel P Cautley CMG DL

F M Everard CBE BA DSc + A F Given**

(appointed 4 September 2003)

P R Harris OBE*+^#

Captain J C L T Lee OBE KStJ JP DL*># Vice Admiral Sir Neville Purvis KCB#

A Simonds-Gooding

(resigned 21 November 2003)

P L M Stewart MBE Miss J M Watson JP#

- * Member of the Finance Committee
- + Member of the Remuneration Committee
- ^ Member of the Audit Committee
- # Member of the Development Committee
- < Member of the Offshore Development Committee
- > Member of the Onshore Development Committee

EXECUTIVE MANAGEMENT

Chief Executive:

M J Cornish

Director of Finance & Company Secretary:

T A J MacGibbon FCA

ADVISERS

Auditors:

Horwath Clark Whitehill 25 New Street Square

London EC4A 3LN

Bankers:

National Westminster Bank plc

250 Regent Street London W1A 4RY

Investment Advisers:

Dresdner R C M Global Investors UK Limited

10 Fenchurch Street London EC3M 3LB

Solicitors:

Forsters

67 Grosvenor Street London W1X 9DB

Eversheds Senator House Queen Victoria Street London EC4V 4JL

Insurance Brokers & Pension Advisers:

Heath Lambert Limited

Friary Court Crutched Friars London EC3P 2NP

Registered Address:

202 Lambeth Road London SE1 7JF

THE SEA CADET ASSOCIATION REPORT OF THE DIRECTORS YEAR ENDED 31 MARCH 2004

The Directors present their report and the accounts for the year ended 31 March 2004.

OBJECTS

The Association's objects are the furtherance of education through the organisation, promotion, fostering and support of the continuing development either by itself, or with others, of the Sea Cadet Corps in the United Kingdom and elsewhere as shall seem appropriate to the Association from time to time.

MANAGEMENT

The Association is governed by a Board of honorary non-executive Trustee-Directors, who delegate the day-to-day management to the chief executive and his team. Individual members of the board of directors chair the following subcommittees of the main Board:

- The Finance Committee
- The Development (Fundraising) Committee
- The Offshore Development Committee
- The Onshore (Training Schools) Committee
- The Audit Committee
- The Remuneration Committee

REVIEW OF ACTIVITIES

The accounts reflect the continuing financial assistance provided by the Ministry of Defence (MOD) to the Association in respect of its services to the Corps. In addition the MOD provides direct support to the Corps in the form of training, staff, accommodation, vessels, equipment and supplies. We are most grateful for this support, which together with Sea Cadet Association (SCA) contributions has ensured that a wide range of activities for cadets has been provided at basic cost. Details of these activities are set out in the annual report.

RESULTS

The net outgoing resources for the year were £(201,918) (2003: surplus £389,442) before unrealised gains on investments of £195,782 (2003: losses £(352,701)) as explained in notes 1(f) and 10 to the accounts. The main contributory factors to the downturn of £591,348 in the operating results in the year ended 31 March 2004 were as follows:

| Payroll cost increases | | £000 175 |
|--|----------|--------------------|
| Provision for non-receipt of VAT recoverable pending resolution of dispute with HM Customs & Excise | | 110 |
| Onshore schools – exceptional maintenance costs Offshore operating costs – mainly yearly fluctuation in Winter refitting and costs | | 70 |
| of TS John Jerwood's first Winter Promotional and Marketing Costs: | | 50 |
| Increased investment in promotional events New promotional brochures – production costs | 50 50 | |
| | | 100 |
| Grants and Support to Units: Phasing of expenditure Other items | | 60 26 |
| Net down-turn compared with 2002/3 | | 591 |

THE SEA CADET ASSOCIATION REPORT OF THE DIRECTORS (CONTINUED) YEAR ENDED 31 MARCH 2004

FUNDRAISING

Following the Trustees' review in 2002/3 of the Association's fundraising operations they appointed a new development and fundraising team to raise the public profile of the Association and generate sufficient funds to secure the long-term viability of the Association.

The new team has had considerable success in raising the Association's public profile and the Ministry of Defence has been able to make very significant funds available by way of supplementary grants both in 2002/3 and 2003/4.

Consequently the financial viability of the Association has been secured at least for the short to medium term, which should allow time for the fundraising efforts of the new development team to bear fruit.

RESERVES

As at 31 March 2004, free reserves stood at £993,391 (2003 £913,046) made up of investments of £1,420,214 (2003: £1,224.432) less net current liabilities of £426,823 (2003: £311,386) as detailed in note 13. After assessing the financial risks facing the Association, the Trustees have determined that an appropriate level of free reserves would be £2m, excluding any funds needed for the replacement of vessels.

The trustees have set fundraising and operating targets for the current year, which, if achieved, should generate significant cash surpluses and help to build free reserves to the required levels.

FUNDS

The assets held by the Association are sufficient to fulfil the obligations of each of its funds.

RISK MANAGEMENT

The Trustees are responsible for management of the risks faced by the Association, assisted by senior staff. Risks have been identified, assessed and controls established. A formal review of risk management processes is undertaken on a regular basis. The key controls used are:

- Formal and periodic review by the Trustees
- Comprehensive strategic planning, budgeting and management accounting
- Formal organisational and governance structure and lines of reporting
- Formal written policies
- Hierarchical authorisation and approval levels

The Trustees are satisfied that major risks identified are adequately mitigated. It is recognised that systems can only provide reasonable but not absolute assurance that major risks are adequately managed.

INVESTMENT POLICY

The Trustees' policy is to invest in UK equities and gilts with the aim of achieving a balance between capital growth and income. The portfolio is managed for the Trustees by Dresdner RCM Global Investors UK Ltd. Its performance is measured against the benchmark of the WM Charities Total Return Index. The portfolio achieved an unrealised rolling return of 18.9% for the year compared with the return of 22.9% shown by the WM Return Index.

THE SEA CADET ASSOCIATION REPORT OF THE DIRECTORS (CONTINUED) YEAR ENDED 31 MARCH 2004

CONSTITUTION

The Sea Cadet Association is a company limited by guarantee, and is governed by the Memorandum and Articles of Association dated 10 January 1946 as amended on 27 January 1995.

Company Number: 404951 Charity Number: 306141

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the Company's state of affairs at the end of the year and of its profit or loss for the period. In preparing those accounts the directors are required to:

- select suitable accounting policies and then apply them consistently;
- · make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on the going concern basis unless it is inappropriate to assume that the 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 Company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

AUDITORS

A resolution to appoint Horwath Clark Whitehill LLP will be tabled at the Annual General Meeting.

On behalf of the Board

Trustee and Director

28 July 2004

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE SEA CADET ASSOCIATION

We have audited the financial statements of the Sea Cadet Association for the year ended 31 March 2004, which comprise the Statement of Financial Activities, the Income and Expenditure Account, the Balance Sheet, Cash Flow Statement and the related notes. These financial statements have been prepared under the historical cost convention as modified by the revaluation of investments and the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members 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 company and the company's members as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of the directors and auditors

The responsibilities of the directors, who are also the charity trustees for the purposes of charity law, for preparing the Directors' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards are set out in the Statement of Directors' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Directors' Annual Report is not consistent with the financial statements, if the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the charitable company is not disclosed.

We read other information contained in the Directors' Annual Report and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of opinion

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Unqualified opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the charitable company as at 31 March 2004 and of its incoming resources and application of resources, including the income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Horwath Clark Whitehill

Chartered Accountants and Registered Auditors

Howard Gal Welnell

25 New Street Square London EC4A 3LN

RATIOY

THE SEA CADET ASSOCIATION STATEMENT OF FINANCIAL ACTIVITIES YEAR ENDED 31 MARCH 2004

| | Notes | Unrestricted Funds | Restricted Funds | Endowment Funds | 2004 Total | 2003 Total |
|--|--------|-----------------------|---------------------|--------------------|--------------------|-------------------|
| | | £ | £ | £ | £ | £ |
| RESOURCES ARISING Donations, Legacies and Other | | | | | | |
| Income | | | | | | |
| Fundraising, subscriptions and sundry income | 2 | 315,019 | - | - | 315,019 | 319,638 |
| King George's Fund for Sailors grant | | - | 52,500 | - | 52,500 | 60,000 |
| Trinity Homes & Mariners grant | | - | 80,000 | - | 80,000 | 70,000 |
| Bob Allen Trust grant | | - | <u>-</u> | - | - | 93,051 |
| Dulverton Trust | | - | 25,000 | - | 25,000 | • |
| D Group appeal Royalist appeal | | - | 8,584 | _ | 8,584 | 4,250 |
| . to yailor appear | | | | | _ | -1,200 |
| | | 315,019 | 166,084 | | 481,103 | 546,939 |
| Activities Generating Funds in | | | | | | |
| Support of the Association's Aims | | | | | | |
| Ministry of Defence grants | | 160,000 | 4,735,957 | - | 4,895,957 | 4,653,727 |
| Offshore income | | 241,160 | - | - | 241,160 | 222,416 |
| Areas income | | 187,534 | - | - | 187,534 | 300,081 |
| Branches, boat stations & training Schools income | | 404,258 | - | - | 404,258 | 362,681 |
| | | 992,952 | 4,735,957 | | 5,728,909 | 5,538,905 |
| | | | | | | |
| Investment income | | 60,766 | | | 60,766 | 51,968 |
| TOTAL INCOMING RESOURCES | | 1,368,737 | 4,902,041 | | 6,270,778 | 6,137,812 |
| RESOURCES EXPENDED | | | | | | |
| Cost of Generating Funds | | | | | | |
| Cost of events | _ | 144,946 | - | - | 144,946 | 24,696 |
| Other fundraising costs | 3 | 329,596 | | | 329,596 | 258,066 |
| Total Cost of Generating Funds | | 474,542 | - | - | 474,542 | 282,762 |
| Charitable Expenditure | | | | | | |
| Sea Cadet training activities | 4 | 726,358 | 4,141,464 | - | 4,867,822 | 4,540,634 |
| Promotion of Sea Cadets Activity Support costs | 5 6 | 47,216 249,477 | 84,443 657,136 | - | 131,659 906,613 | 94,188 740,009 |
| Management and administration | 7 | 81,646 | 10,414 | - | 92,060 | 90,777 |
| TOTAL RESOURCES EXPENDED | | 1,579,239 | 4,893,457 | | 6,472,696 | 5,748,370 |
| Net (outgoing)/ incoming | | (210,502) | 8,584 | | (201,918) | 389,442 |
| resources for the year | | (= : • = = / | 2,000 | | (201,010) | 220, |
| Transfers between funds | 13 | 83,869 | (83,869) | | | |
| | | (126,633) | (75,285) | - | (201,918) | 389,442 |
| Investment gains/ losses | 10 | 195,782 | - | | 195,782 | (352,701) |
| NET MOVEMENT IN RESERVES | | 69,149 | (75,285) | - | (6,136) | 36,741 |
| BALANCES AT 1 APRIL 2003 | | 1,346,013 | 1,359,752 | 14,430 | 2,720,195 | 2,683,454 |
| BALANCES AT 31 MARCH 2004 | | 1,415,162 | 1,284,467 | 14,430 | 2,714,059 | 2,720,195 |

The notes on pages 10 to 15 form an integral part of these accounts.

THE SEA CADET ASSOCIATION STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) YEAR ENDED 31 MARCH 2004

| INCOME AND EXPENDITURE ACCOUNT | | |
|--|-----------|-----------|
| INCOME AND EXPENDITURE ACCOUNT | 2004 £ | 2003 £ |
| Total Income | 6,270,778 | 6,137,812 |
| Total Expenditure | 6,472,696 | 5,748,370 |
| Net (expenditure)/ income for the year | (201,918) | 389,442 |

The Summary Income and Expenditure Account is derived from the Statement of Financial Activities on page 6, which together with the notes to the accounts on pages 10 to 15, provides full information on the movements during the period on all the funds of the Association.

The notes on pages 10 to 15 form an integral part of these accounts.

THE SEA CADET ASSOCIATION BALANCE SHEET 31 MARCH 2004

| | Notes | | 2004 | 2003 |
|---------------------------------------|---------|-----------|-----------|-------------|
| | | £ | £ | £ |
| FIXED ASSETS | | | | |
| Tangible assets | 9 | | 1,720,668 | 1,807,149 |
| Investments | 10 | | 1,420,214 | 1,224,432 |
| | | | | 0.004.704 |
| CURRENT ACCETS | | | 3,140,882 | 3,031,581 |
| CURRENT ASSETS Stocks | | 35,692 | | 56,792 |
| Debtors | 11 | 150,787 | | 198,368 |
| Cash at bank and in hand | | 63,297 | | 831,512 |
| Sant are sant and in name | | | | |
| | | 249,776 | | 1,086,672 |
| | | , | | .,, |
| CREDITORS: amounts falling due within | | | | |
| one year | 12 | (676,599) | | (1,398,058) |
| | | | | |
| NET CURRENT LIABILITIES | | | (426,823) | (311,386) |
| | | | 0.744.050 | 0.700.405 |
| | | | 2,714,059 | 2,720,195 |
| DECERVES | | | | |
| RESERVES Unrestricted Funds | 13 & 14 | | 1,415,162 | 1,346,013 |
| Restricted Funds | 13 & 14 | | 1,284,467 | 1,359,752 |
| Endowment Funds | 15 | | 14,430 | 14,430 |
| | | | | |
| | | | 2,714,059 | 2,720,195 |
| | | | | |

Approved by the Trustees and Directors on $28~\rm Jyy$ 2004 and signed on their behalf:

A-11-

Trustee and Director

The notes on pages 10 to 15 form an integral part of these accounts.

THE SEA CADET ASSOCIATION CASH FLOW STATEMENT YEAR ENDED 31 MARCH 2004

| | 2004 £ | 2003 £ |
|---|---|---|
| Net cash outflow from charitable activities | (691,597) | 608,048 |
| Returns on investment and servicing of finance investment income | 60,766 | 51,968 |
| Capital expenditure and financial investment Purchase of tangible fixed assets | (137,384) | (181,505) |
| (Decrease)/ increase in cash at bank and in hand | (768,215) | 478,511 |
| NOTES TO CASH FLOW STATEMENT | | |
| (a) Reconciliation of net outgoing resources to net cash outflow from charitable activities | | • |
| | 2004 £ | 2003 £ |
| Net (outgoing)/ incoming resources Depreciation Decrease/ (increase) in stocks Decrease/ (increase) in debtors (Decrease)/ increase in creditors and accruals Investment income | (201,918) 223,865 21,100 47,581 (721,459) (60,766) | 389,442 209,538 3,858 (13,506) 70,684 (51,968) |
| | (691,597) | 608,048 |
| (b) Analysis of change in cash at bank and in hand | 2004 £ | 2003 £ |
| Cash at bank and in hand 1 April 2003 Net cash inflow/ (outflow) | 831,512 (768,215) | 353,001 478,511 |
| Cash at bank and in hand 31 March 2004 | 63,297 | 831,512 |

The notes on pages 10 to 15 form an integral part of these accounts

1. ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, and in accordance with the Companies Act 1985, Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2000), applicable accounting standards and the governing document.

b) Donations, legacies and other income

Donations, legacies and grants receivable are accounted for as soon as their amount and receipt are reasonably certain. In the case of unsolicited donations this is usually only when they are received, while fundraising results are accounted for when the commitment is made by the donor, subject to fulfilment.

c) Resources expended

Allocation of Costs

(1) Cost of generating funds:

The cost of generating funds comprises costs associated with raising funds from all sources and includes fundraising costs and costs of events.

(2) Charitable expenditure:

Sea Cadet training activities - includes all expenditure made by the Association in direct pursuit of its charitable objectives. This includes all its training and support work.

Support costs - expenditure incurred in providing administrative and financial services in support of the charitable expenditure above.

Management and administration - costs of the central management including constitutional and governance matters.

d) Pension costs

Pension contributions are made to a defined contribution pension scheme and are written off to the Statement of Financial Activities as they are incurred.

e) Fixed Assets

Capital items with a value over £2,500 are treated as fixed assets. Depreciation is provided on all fixed assets to write off the cost of these assets over their expected useful life. This results in the following depreciation rates: -

Training ships
Yachts
- 5% straight-line basis
- 10% straight-line basis
Motor vehicles
- 25% straight-line basis
- 10% straight-line basis

f) Investments

Investments are included in the Balance Sheet at market value. Realised investment gains and losses represent the difference between the market value of the investments at the beginning of the period, or the cost if purchased during the period, and the sale proceeds.

1. ACCOUNTING POLICIES (CONTINUED)

g) Stocks

Stock is valued at the lower of cost, including irrecoverable VAT, and market value.

h) Endowment and Restricted Funds

These funds represent gifts or grants, which can only be applied for a purpose specified by the donor or grantor. These amounts are carried forward as deferred income where there is a restriction on when monies can be spent. Permanent endowed funds are those where the donor has specified that the capital of the gift cannot be expended and that only the income arising from the capital may be used for the specified purpose.

2. FUNDRAISING, SUBSCRIPTIONS AND SUNDRY INCOME

| | | Unrestricted | Restricted | Endowment | 2003 | 2002 |
|----|-----------------------------------|--------------|------------|--------------|-----------|-----------|
| | | Funds | Funds | Funds | Total | Total |
| | | £ | £ | £ | £ | £ |
| | Subscriptions | 51,485 | <u>-</u> | - | 51,485 | 61,385 |
| | Appeal income: | · | | | , | • |
| | General | 44,162 | - | _ | 44,162 | 105,983 |
| | Legacies | 50,542 | _ | _ | 50,542 | 19,605 |
| | Special Events | 147,945 | _ | _ | 147,945 | 66,096 |
| | Training manuals and courses | 20,885 | | | 20,885 | 66,569 |
| | | 0.45.040 | | | | |
| | | 315,019 | | | 315,019 | 319,638 |
| 3. | FUNDRAISING EXPENDITURE | | | • | | |
| | Staff costs | 224,221 | - | - | 224,221 | 210,837 |
| | Other costs | 105,375 | | _ | 105,375 | 47,229 |
| | | 329,596 | | <u>-</u> | 329,596 | 258,066 |
| 4. | CHARITABLE EXPENDITURE | <u> </u> | | <u> </u> | | |
| | Staff costs | 97,157 | 2,927,943 | - | 3,025,100 | 2,911,414 |
| | Grants and support to units | 288,076 | 481,260 | - | 769,336 | 708,278 |
| | Offshore running costs | 12,555 | 231,407 | - | 243,962 | 195,834 |
| | Onshore schools running costs | 114,622 | 335,637 | - | 450,259 | 380,724 |
| | Depreciation | 173,737 | 960 | - | 174,697 | 153,022 |
| | Other costs | 40,211 | 164,257 | | 204,468 | 191,362 |
| | | 726,358 | 4,141,464 | _ | 4,867,822 | 4,540,634 |
| _ | DROMOTION OF OTA CARET | 120,000 | 4, 141,404 | | 4,001,022 | 4,040,034 |
| 5. | PROMOTION OF SEA CADET ACTIVITIES | | | | | |
| | Staff costs | - | 32,457 | - | 32,457 | 31,327 |
| | Events | 34,292 | - | - | 34,292 | 7,936 |
| | Other costs | 12,924 | 51,986 | | 64,910 | 54,925 |
| | | 47,216 | 84,443 | | 131,659 | 94,188 |

| 6. | SUPPORT COSTS | - | | | |
|----|---|----------------------------|--------------------------|----------------------|----------------------|
| | | Unrestricted Funds £ | Restricted Funds £ | 2004 Total £ | 2003 Total £ |
| | Staff costs | 120,491 | 211,735 | 332,226 | 284,159 |
| | Rent & services | 70,238 | 98,140 | 168,378 | 109,086 |
| | Finance costs | 6,942 | 156,018 | 162,960 | 71,834 |
| | Computer costs | 23,942 | 91,110 | 115,052 | 97,547 |
| | Depreciation | 4,294 | 22,753 | 27,047 | 34,395 |
| | Other costs | 23,570 | 77,380 | 100,950 | 142,988 |
| | _ | 249,477 | 657,136 | 906,613 | 740,009 |
| 7. | MANAGEMENT AND ADMINISTRATION | | | | |
| | | Unrestricted | Restricted | 2004 | 2003 |
| | | Funds | Funds | Total | Total |
| | | £ | £ | £ | £ |
| | Staff costs | 5,115 | 10,414 | 15,529 | 18,120 |
| | Payment to Auditors - audit fees - other services | 15,000 | - | 15,000 | 16,000 - |
| | Legal and professional | 26,302 | - | 26,302 | 18,968 |
| | Other costs | 35,229 | | 35,229 | 37,689 |
| | - | 81,646 | 10,414 | 92,060 | 90,777 |
| 8. | STAFF COSTS | | | 2004 | 2003 |
| | Magaz and calarias | | | £ | £ |
| | Wages and salaries Social security costs | | | 3,096,979 300,175 | 2,977,895 253,293 |
| | Pension fund contributions | | | 183,929 | 174,483 |
| | Health insurance | | | 48,447 | 50,186 |
| | | | | 3,629,530 | 3,455,857 |
| | The average weekly number of employees | s was: | | | |
| | Administration – headquarters | | | 28 | 24 |
| | Training administration | | | 21 | 23 |
| | Areas | | | 31 | 33 |
| | Instructors | | | 94 | 99 |
| | | | | 174 | 179 |

The directors did not receive any remuneration from the company during the period but are reimbursed for an element of long distance travel. Six directors claimed travelling and subsistence expenses totalling £8,581.

Three employees earned between £50,000 and £60,000. The Association contributed £15,805 towards their pensions.

| JARGIDEE FIXED ASSETS | 9. | TANGIBLE FIXED ASSETS |
|-----------------------|----|-----------------------|
|-----------------------|----|-----------------------|

| 9. | TANGIBLE FIXED | ASSETS | | | | + | | |
|-----|---|-------------------------------------|-------------------------|--|---|------------------------|---------------------|--|
| | | Boats Under Construction £ | Short Leasehold £ | Sail Training Ship & Boats £ | Fixtures Fittings Equipment And Computers £ | Motor Vehicles £ | Total £ | |
| | Cost | | | | | | | |
| | 1 April 2003 | 186,194 | 62,000 | 2,563,389 | 390,474 | 207,112 | 3,409,169 | |
| | Additions Disposals | 1,165 | - | 41,819 | 21,853 | 72,547 (28,585) | 137,384 | |
| | Transferred | (156,269) | | 156,269 | <u>-</u> | (20,000) | (28,585) | |
| | 31 March 2004 | 31,090 | 62,000 | 2,761,477 | 412,327 | 251,074 | 3,517,968 | |
| | Depreciation | | | | | | | |
| | 1 April 2003 | - | 57,500 | 1,046,778 | 341,170 | 156,572 | 1,602,020 | |
| | Provision Disposals | - | 1,200 | 126,524 | 40,664 | 55,477 (28,585) | 223,865 (28,585) | |
| | Disposais | | | | | (20,300) | (20,505) | |
| | 31 March 2004 | | 58,700 | 1,173,302 | <u>381,834</u> | 183,464 | 1,797,300 | |
| | Net book value 31 March 2004 | 31,090 | 3,300 | 1,588,175 | 30,493 | 67,610 | 1,720,668 | |
| | 31 March 2003 | 186,194 | 4,500 | 1,516,611 | 49,304 | 50,540 | 1,807,149 | |
| 10. | INVESTMENTS | | | | | 2004 £ | 2003 £ | |
| | OTHER Listed investment Cash deposits an | | | er allocated | 1 | 1,418,583 | | |
| | For investment TOTAL INVESTMENTS | | | | | 1,631 | 1,486 | |
| | | | | | | <u>,420,214</u> _ | 1,224,432 | |
| | Market value at 1 April 2003 Unrealised gains in year on investments held at year end | | | | 1 | ,224,432 195,782 | | |
| | Market value at | 31 March 2004 | | | <u>1</u> | ,420,214 | | |

All investments are held in the UK. The two principal investments are Dresdner RCM Chariguard Equity Units (£1,000,508) and the Chariguard Fixed Interest Fund (£419,706). There were no other investments representing 5% of greater of the portfolio value.

| 11. | DEBTORS | | | | 2004 | 2003 |
|-----|------------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| | | | | | £ | £ |
| | Trade debtors | | | | 16,244 | 52,202 |
| | Other taxation and social security | | | | 20,905 | 32,202 11,916 |
| | Other debtors | | | | 97,106 | 96,783 |
| | Prepayments and accrued income | | | | 16,532 | 37,467 |
| | , repaymente and decrees meeting | • | | | 10,002 | |
| | | | | | <u>1</u> 50,787 | 198,368 |
| | | | | | | |
| 12. | CREDITORS: AMOUNTS FALLIN | NG DUE WITH | IIN ONE YEA | AR . | | |
| | Trade creditors | | | | 373,531 | 143,235 |
| | Other taxes and social security | | | | 85,154 | 77,483 |
| | Other creditors | | | | 213,875 | 236,000 |
| | Accruals and deferred income | | | | 4,039 | 941,340 |
| | | | | | 676,599 | 1,398,058 |
| | | | | | | |
| 13. | RESTRICTED FUNDS | D-1 | | | | D 1 4 |
| | | Balance at | | ovement of Fur | | Balance at |
| | | 1 April | Resources | Resources | Transfers | 31 March 2004 |
| | | 2003 £ | Arising £ | Used £ | £ | 2004 £ |
| | | L | L | £. | L | L |
| | Training Support Grant | _ | 4,735,957 | (4,735,957) | _ | - |
| | Bob Allen Bequest | 180,856 | -, | - | (15,998) | 164,858 |
| | First aid training fund | 22,000 | _ | - | - | 22,000 |
| | D Group | ´ - | 8,584 | - | _ | 8,584 |
| | Trinity Homes and Mariners' | | | | | |
| | Charity | - | 80,000 | (80,000) | - | - |
| | King Georges Fund for Sailors | 1,067 | 52,500 | (52,500) | - | 1,067 |
| | Jerwood Bequest | 1,155,829 | - | - | (67,871) | 1,087,958 |
| | Dulverton Trust | | 25,000 | (25,000) | | |
| | | 1,359,752 | 4,902,041 | (4,893,457) | (83,869) | 1,284,467 |
| | Transfers of £83,869 were made | from restricted | d to unrestrict | ed funds as fol | lows: | |
| | Jerwood bequest – depreciation | | | | £67,8 | 371 |
| | Bob Allen Bequest - depreciation | | | | £15,9 | |

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible Fixed | | Net current | |
|--------------------------------|-------------------|------------------|------------------|------------|
| Restricted Funds | Assets £ | Investments £ | Liabilities £ | Total £ |
| | - | ~ | ~ | |
| Jerwood Bequest | 1,087,958 | - | - | 1,087,958 |
| Bob Allen Bequest | 164,858 | - | - | 164,858 |
| D Group | - | - | 8,584 | 8,584 |
| First aid training fund | - | - | 22,000 | 22,000 |
| King George's Fund for Sailors | - | - | 1,067 | 1,067 |
| | 1,252,816 | - | 31,651 | 1,284,467 |
| Endowment Funds | - | | 14,430 | 14,430 |
| Unrestricted Funds | 467,852 | 1,420,214 | (472,904) | 1,415,162 |
| Total | 1,720,668 | 1,420,214 | (426,823) | 2,714,059 |

15. ENDOWMENT FUNDS

These funds represent permanent endowments, the income of which is to be used to provide subsidised berths and awards to certain Sea Cadets and Sea Cadet Units.

16. CONTINGENT LIABILITIES

There is a contingent liability amounting to £3,398 (2003: £16,781) on outstanding guarantees given to banks in respect of loans granted to Sea Cadet Units.

17. CLOSED UNITS

Funds from closed Units are credited to Accumulated Funds. These funds may be used, at the Trustees' discretion, to assist neighbouring Units or Units that re-open.

18. COMMITMENTS

At 31 March 2004 there were no capital commitments outstanding (2003: £ Nil).

19. TAXATION

No corporation tax is payable due to the charitable status of the activities of the Association.