

**REGISTERED COMPANY NUMBER: 04621455 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1111102**

**REPORT OF THE TRUSTEES AND**  
**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020**  
**FOR**  
**THE GRAND AT CLITHEROE (A COMPANY**  
**LIMITED BY GUARANTEE)**

Jones Harris Limited  
Statutory Auditors  
17 St Peters Place  
Fleetwood  
Lancashire  
FY7 6EB

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

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for the year ended 31 August 2020**

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**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES  
for the year ended 31 August 2020**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2020. The trustees 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The object of the charity is to establish, support and operate a community multimedia, music and arts venue and skatepark in the town of Clitheroe, Lancashire and to promote its use for the benefit of the local community. It aims to provide, or assist in the provision of, facilities for the inhabitants of Clitheroe and the surrounding areas in the interests of social health & wellbeing; for recreation and leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social economic circumstances and the public at large, through outreach activity, mission and ministry, and upholding Christian ethos, values and principles.

**Significant activities**

As a business, we faced some very difficult and challenging decisions during the year. Due to the Covid-19 pandemic and the introduction of the government lockdown, like many venues across the creative sector, we were forced to temporarily close. This extended from March through and beyond our year end of 31st August 2020. We initially placed our staff on furlough for what we expected to be just for three months. As a result of the devastating impact, unforeseen extended lockdown, and significant loss of income during the final five months of our year, we sadly had to instigate a redundancy process, conducted through out in consultation with our legal advisors, in order to protect and preserve the future of the organisation.

It is worth a note however, that we started the year positively and in the first seven months prior to the pandemic lockdown, attendance in our Creative Classes was up by 13% on the previous year, totalling 5,850 participants.

We were given a Government business COVID-19 grant of £25,000 towards our loss of income, of which we are sincerely grateful to our local authority. In addition, we are anticipating further grant funding available from the Government's Covid Culture Recovery Fund.

Finally we have a revised commitment of support from our key funders, to ensure our financial sustainability and resilience as we plan to re-open in mid 2021.

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES  
for the year ended 31 August 2020**

**ACHIEVEMENT AND PERFORMANCE**

**Overview**

The Grand takes a distinctive approach to the arts driven by its vision for a holistic commitment to the social, spiritual, educational, emotional and cultural development needs of young people and the broader community. Professionally facilitated performance and creative arts and digital media projects offer local young people the opportunity to gain access to and participate in world class facilities that otherwise would not be accessible within the area. Our aim is to encourage young people to be creative, dream, learn, aspire and develop vision through music, theatre, dance and media, connect positively with the arts, peers and become well-rounded young people with the confidence to fulfil their potential.

**The Solomon Project**

Continues to grow in contribution thanks to the participation & investment by many local schools, individuals and initiatives. Currently around eight thousand children living within the slums of Eldoret, Kenya, can gain access to food and an education as a result. Projects such as "GRAB" the inter-school talent competition, sponsored events, local and national donations support this strategic charitable initiative.

**St;art The Journey**

The Grand's strategic document, Strategic Tracking into the Arts (St;ART), outlines the framework for encouraging young people to contribute, aspire, develop, achieve and unlock creative potential through the arts, multimedia and music.

**Grand School's Forums**

Encourages young people to engage regularly with theatre, creative arts, music and media in order to develop and identify current topics, issues, challenges and concerns that may affect them; e.g. e-safety and social media, anti-bullying, alcohol and substance misuse, road safety and mental health awareness. The forum then researches and plans various projects to support the creative learning activities which has seen many schools engaged with The Grand over the period.

Inter-generational tea-dance - forum Schools engage pupils with parents and teachers, learning various dance styles and, after 8 weeks training by a professional dance teacher, the schools participate in a community tea-dance at The Grand venue. This has been postponed due to the COVID-19 pandemic.

Our other partners include the Saltmine Theatre Company and The Message Trust who remain an integral part of the Grand's core objective's in-line with the educational curriculum. Local theatre company Ribcaged Productions also partner to deliver theatre education within the schools as well as commercial performances at The Grand. Ribcaged have written, produced and performed a pantomime "Beauty and the Beast" engaging 35 primary schools, totalling a record attendance of 4,000 children, over a 2-week period.

**Our community projects and initiatives:**

**Creative Learning**

Be My Band - typically aimed at young people who are singers and musicians, wishing to progress into bands. Increased by introducing the opportunity for adults to join, from which two new bands were formed.

Rock N Learn - parent / baby/ toddler groups Friday mornings, music and interaction

Choir - continues to grow and improve with currently 90 members on role.

Streetfeet - street dance and hip hop classes. Over 3 different age groups participate from 3-17 years, around 85 children weekly and 2 major showcase events.

Ella Shaw's Academy Of Arts - has introduced a younger age group and seen increased numbers of students attending.

**Outreach & Community**

Fuel Worship Event

Fearless Women's conference.

King of the Castle

SkateSkool - Taster sessions during the Summer will initiate future classes within the schools and local community. Saw 105 children engaged through the 6 month period.

**THE GRAND AT CLITHEROE (A COMPANY  
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**REPORT OF THE TRUSTEES  
for the year ended 31 August 2020**

Carols at the Castle - In December, as a joint local initiative supported by various Churches, businesses and local artist's and musicians, a large scale event was hosted at the bandstand beneath Clitheroe Castle and attended by approximately 1,250 people.

**Schools / College Engagement**

MySkillz- Aimed at the primary schools, provides an 8 week project in dance, act & singing, working towards a final performance for parents, friends and teachers. Allowing children to explore their creativity whilst building self-confidence, social skills and healthy self-esteem.

Radio Schools Project - As above teaches children how to create a radio programme, present as a radio DJ, and also to research topical issues as a basis for debate.

Careers & Awards events - Includes BRAG, providing students with information around future career and higher education opportunities.

Religious Education Day- Bowland High School exploring different faiths within the local area ending with a plenary at the Grand.

School Productions - Including Bowland High's 'Dance Dynamix'.

Recording Studio - Music production lessons - Burnley College. The studio continues to attract both new artists, bands, musicians and voice overs. Including EP recording sessions and a number of repeat/returning bookings often ongoing projects, or EP's that convert to albums.

Work experience students - From several local high schools, typically attend a 2 week vocational placement, gaining valuable experience and insight into the mechanics behind a professional venue.

**Events**

Genre, Jazz, Rock & Pop, Spoken Word, Comedy, Classical, Film, Live Streaming

Festivals - RVJB Festival, Cloud Spotting, Ribble Valley Scooter Rally /MOD Weekend.

Festival of Choirs 2020 (postponed)

Grand Radio Show - Each Monday evening

**Funding for Creative Learning projects**

The Grand is supported by private, corporate and public funding organisations. The Community Foundation for Lancashire continues to support funding towards the delivery of our creative learning programme.

Z Arts - Children's half-term workshops/events

CCLA Sponsorship - GRAB inter-schools talent competition which this year celebrated it's 10 year anniversary

Ribble FM - Radio project

Friends of Waddington - Inter-generational dance

St James's Church - CL Projects

Friends of Chatburn - MySkillz

**Performance**

The Grand's overall attendance for events has grown in both artistic quality and audience participation. The creative focus since 2018 has been on developing new activities which engage families, of which we have seen an increase and drive our arts projects to support our events which reach almost 50% of family, young people & community audiences. This has proven successful with connecting our Be My Band groups to support our events. Our regional and local partnerships continue to support development of our Creative Arts programme including Saltmine, The Message Trust, Z Arts, Root Music and Band on the Wall with local support from Ribble Valley Jazz and Blues and Ribcaged Theatre productions.

**Volunteers**

The Grand is grateful for the help of around 20 regular volunteers, supported by a Volunteer Coordinator, working to nationally recognised standards and DBS safeguarding procedures in their recruitment. Their contributions are essential in the life and successful delivery of community events.

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES  
for the year ended 31 August 2020**

**FINANCIAL REVIEW**

**Financial position**

On 20th March 2020, the Trustees took the decision to temporarily close the Grand venue as a result of the COVID pandemic. By the financial year end, the venue had been unable to reopen. This resulted in the cancellation of a large number of events and classes. Most of the staff were furloughed under the Job Retention Scheme and government support has been received that has contributed to the ongoing overheads of the Grand. As a result of the closure, trading income for the year fell by 38% compared to 2019 but expenses only fell by 4%, resulting in net expenses in the year of £150,025 compared to £48,561 in 2019.

Since the year end, continued support from the Job Retention Scheme and the Lancaster Foundation has enabled the Grand to meet its ongoing costs, and a grant from the Arts Council will fund the venue for the initial period after reopening.

**Principal funding sources**

The Lancaster Foundation provides funding to the Grand that enable it to cover the costs incurred in the day to day running of the facilities. The Lancaster Foundation is committed to continuing this support, whilst the Trustees of the Grand will endeavour to achieve self sustainability. The Trustees have successfully implemented strategies to identify other sources of funding for expansion and growth inline with current demand, and pursuing additional outreach projects in accordance with the stated charitable objectives.

**Reserves policy**

At 31st August 2020, total reserves amounted to £4,762,992 (2019 - £4,913,017) including restricted reserves of £5,975 (2019 - £7,455). Of the unrestricted funds, £4,741,346 can only be realised by disposing of tangible fixed assets.

The Trustees have adopted the following reserves policies: it has been agreed it is prudent for the company to hold working capital equivalent to six months staff and operational costs. Strategies have been put in place to facilitate the attainment of this without compromising the delivery of the company's stated charitable objectives. Additionally, a separate reserve has been created for the charity's fixed assets so that operating activities are now kept separate from the fixed asset reserve.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The charity is controlled by its governing documents, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**Recruitment and appointment of new trustees**

Trustees are appointed only when a need is identified and they have the necessary skills and commitment to the charity.

**Organisational structure**

The Grand At Clitheroe is a charitable company limited by guarantee, incorporated on 19 December 2002 and registered as a charity on 31 August 2005. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

The trustees and directors who have served during the year and since the year end are set out on page 4. A board of trustees and directors of 5 members, who meet four times per annum, administers the charity.

The trustees and directors have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks. The Corporate risk map has been updated for the year. The Financial authorities matrix of delegated powers has also been updated.

**Induction and training of new trustees**

The board of trustees assesses the skills of new trustees and provides training as necessary.

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES  
for the year ended 31 August 2020**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Key management remuneration**

Given the size of the charity key management is controlled and undertaken by the board of trustees, none of whom take any remuneration.

Other staff pay levels are set by reference to the skills marketplace.

**Wider network**

The charity is not affiliated to any other charity or network, but maintains a number of relationships with key national charities through its management staff.

**Related parties**

Mr S J Lancaster, Mr J E Lancaster and Mrs R Lancaster are also trustees of the Lancaster Foundation, a registered charitable trust. Mr Richardson is employed as Development Director of the Lancaster Foundation.

The Lancaster Foundation is currently providing ongoing funding to The Grand to assist in its development.

The trustees have had due regard to guidance published by the Charity Commission on public benefit.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04621455 (England and Wales)

**Registered Charity number**

1111102

**Registered office**

17 St Peters Place  
Fleetwood  
Lancashire  
FY7 6EB

**Trustees**

S J Lancaster Director  
Mrs A C Lancaster Director  
Dr J E Lancaster MBE Director  
Mrs R Lancaster MBE Director  
C Richardson Director

**Company Secretary**

S J Lancaster

**Auditors**

Jones Harris Limited  
Statutory Auditors  
17 St Peters Place  
Fleetwood  
Lancashire  
FY7 6EB

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES  
for the year ended 31 August 2020**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Bankers**

Handelsbanken  
1st Floor, Wallander House  
Capricorn Business Park  
Blakewater Road  
Blackburn  
Lancashire  
BB1 5QR

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of The Grand at Clitheroe (a company limited by guarantee) for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law requires the trustees 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 trustees are required to

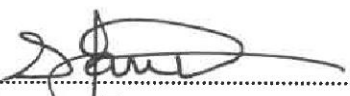
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the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

The trustees 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 trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees 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.

Approved by order of the board of trustees on 24/6/2021 and signed on its behalf by:

  
.....  
S J Lancaster Trustee



**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**Opinion**

We have audited the financial statements of The Grand at Clitheroe (a company limited by guarantee) (the 'charitable company') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Our responsibilities for the audit of the financial statements**

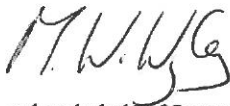
We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.



for and on behalf of Jones Harris Limited  
Statutory Auditors

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
17 St Peters Place  
Fleetwood  
Lancashire  
FY7 6EB

Date: 24/6/2021

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
for the year ended 31 August 2020**

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	458,827	41,292	500,119	478,444
<b>Charitable activities</b>	6				
Property rental		10,740	-	10,740	11,490
Other trading activities	4	267,332	-	267,332	431,591
Investment income	5	395	-	395	542
<b>Total</b>		<u>737,294</u>	<u>41,292</u>	<u>778,586</u>	<u>922,067</u>
<b>EXPENDITURE ON</b>					
Raising funds	7	521,917	19,741	541,658	581,418
<b>Charitable activities</b>	8				
Central premises and administration costs		326,461	540	327,001	305,919
Youth, schools & community		26,406	33,330	59,736	59,291
Solomon project		-	216	216	24,000
<b>Total</b>		<u>874,784</u>	<u>53,827</u>	<u>928,611</u>	<u>970,628</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>(137,490)</u>	<u>(12,535)</u>	<u>(150,025)</u>	<u>(48,561)</u>
<b>Transfers between funds</b>	18	<u>(11,055)</u>	<u>11,055</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<u>(148,545)</u>	<u>(1,480)</u>	<u>(150,025)</u>	<u>(48,561)</u>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		4,905,562	7,455	4,913,017	4,961,578
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>4,757,017</u></u>	<u><u>5,975</u></u>	<u><u>4,762,992</u></u>	<u><u>4,913,017</u></u>

The notes form part of these financial statements

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE) (REGISTERED NUMBER: 04621455)**

**STATEMENT OF FINANCIAL POSITION  
31 August 2020**

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	14	4,741,346	-	4,741,346	4,875,630
<b>CURRENT ASSETS</b>					
Stocks	15	1,711	-	1,711	4,124
Debtors	16	22,814	-	22,814	42,577
Cash at bank and in hand		160,541	5,974	166,515	133,215
		<u>185,066</u>	<u>5,974</u>	<u>191,040</u>	<u>179,916</u>
<b>CREDITORS</b>					
Amounts falling due within one year	17	(169,395)	1	(169,394)	(142,529)
<b>NET CURRENT ASSETS</b>		<u>15,671</u>	<u>5,975</u>	<u>21,646</u>	<u>37,387</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>4,757,017</u>	<u>5,975</u>	<u>4,762,992</u>	<u>4,913,017</u>
<b>NET ASSETS</b>		<u>4,757,017</u>	<u>5,975</u>	<u>4,762,992</u>	<u>4,913,017</u>
<b>FUNDS</b>	18				
Unrestricted funds				4,757,017	4,905,562
Restricted funds				5,975	7,455
<b>TOTAL FUNDS</b>				<u>4,762,992</u>	<u>4,913,017</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2020.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

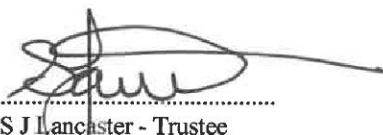
The notes form part of these financial statements

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE) (REGISTERED NUMBER: 04621455)**

**STATEMENT OF FINANCIAL POSITION - continued  
31 August 2020**

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 Trustees and authorised for issue on  
24/6/2021 ..... and were signed on its behalf by:

  
.....  
S J Lancaster - Trustee

The notes form part of these financial statements

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS  
for the year ended 31 August 2020**

	Notes	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	52,044	29,750
Net cash provided by operating activities		52,044	29,750
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(28,259)	(55,641)
Sale of tangible fixed assets		9,120	-
Interest received		395	542
Net cash used in investing activities		(18,744)	(55,099)
<b>Change in cash and cash equivalents in the reporting period</b>		33,300	(25,349)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		133,215	158,564
<b>Cash and cash equivalents at the end of the reporting period</b>		166,515	133,215

The notes form part of these financial statements

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE STATEMENT OF CASH FLOWS  
for the year ended 31 August 2020**

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2020 £	2019 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(150,025)	(48,561)
<b>Adjustments for:</b>		
Depreciation charges	150,400	141,842
Loss on disposal of fixed assets	3,023	-
Interest received	(395)	(542)
Decrease in stocks	2,413	754
Decrease/(increase) in debtors	19,763	(2,049)
Increase/(decrease) in creditors	26,865	(61,694)
<b>Net cash provided by operations</b>	<u>52,044</u>	<u>29,750</u>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1/9/19 £	Cash flow £	At 31/8/20 £
<b>Net cash</b>			
Cash at bank and in hand	133,215	33,300	166,515
	<u>133,215</u>	<u>33,300</u>	<u>166,515</u>
<b>Total</b>	<u>133,215</u>	<u>33,300</u>	<u>166,515</u>

The notes form part of these financial statements

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2020**

**1. STATUS OF COMPANY**

The Grand at Clitheroe Ltd is a charitable company, limited by guarantee and registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

The liability of the members of the company is limited. Each member of the company undertakes to contribute such amounts as may be required, not exceeding £10, to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and of the rights of the contributors among themselves. At the balance sheet date the company had five members.

**2. 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.

**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.

**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.

**Tangible fixed assets**

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

Freehold property	- 2% on cost
Leasehold property improvements	- Over the remaining period of the lease
Plant and machinery	- Straight line over 6 years
Fixtures and fittings	- 20% on cost
Motor vehicles	- 20% on reducing balance
Computer equipment	- 33% on cost

Tangible fixed assets are stated at cost or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Where fixed assets are donated to the charity they are recognised at the original cost of those assets to the donor.

**Stocks**

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

**Taxation**

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



**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**2. ACCOUNTING POLICIES - continued**

**Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees and directors for particular purposes..

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

**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.

**Redundancy costs**

Redundancy costs are charged against income in the year in which employees are given notice of the termination of their employment.

**Grants**

During the year the company received government support in the form of the Coronavirus Job Retention Scheme and local authority support in the form of the Small Business Grant Fund. These have been recognised under the accruals model and included within the Statement of Financial Activities.

**3. DONATIONS AND LEGACIES**

	2020	2019
	£	£
Gifts	2	1
Donations	315,419	429,379
Grants	184,698	49,064
	<u>500,119</u>	<u>478,444</u>

**4. OTHER TRADING ACTIVITIES**

	2020	2019
	£	£
Café	89,516	167,047
Commercial events	151,804	230,283
Creative learning	26,012	34,261
	<u>267,332</u>	<u>431,591</u>

Commercial income includes concert ticket sales, studio hire and auditorium hire.

Income received in advance of commercial events taking place after the year end has been deferred. This amounted to £9,600 (2019 - £27,992).

The charity acts as a ticket agent receiving funds of £106,098 (2019 - £125,069) and has paid out funds amounting to £91,740 (2019 - £104,512). The balance held as agent at the year end was £14,358 (2019 - £20,557).

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**5. INVESTMENT INCOME**

	2020	2019
	£	£
Deposit account interest	395	542
	<u>395</u>	<u>542</u>

**6. INCOME FROM CHARITABLE ACTIVITIES**

	2020	2019
	£	£
Sundry income	10,740	11,490
Activity		
Property rental		
	<u>10,740</u>	<u>11,490</u>

**7. RAISING FUNDS**

**Other trading activities**

	2020	2019
	£	£
Staff costs	270,002	258,507
Advertising	22,461	30,462
Events	109,577	177,149
Food & beverages	40,382	67,887
Telephone & internet	1,949	1,881
Printing, postage & stationery	2,893	3,695
Sundries	32	189
Travelling	2,094	2,905
Cleaning	2,179	3,932
Insurance	6,863	6,832
Creative learning	17,854	24,215
Rates and water	4,749	6,350
Light and heat	10,052	(13,017)
Information systems	7,563	9,068
Staff expenses	684	537
Staff recruitment and training	588	826
Exceptional item - redundancy	41,736	-
	<u>541,658</u>	<u>581,418</u>

**8. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 9) £	Totals £
Central premises and administration costs	205,956	121,045	327,001
Youth, schools & community	55,711	4,025	59,736
Solomon project	216	-	216
	<u>261,883</u>	<u>125,070</u>	<u>386,953</u>

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**9. SUPPORT COSTS**

	Management	Governance costs	Totals
	£	£	£
Central premises and administration costs	94,664	26,381	121,045
Youth, schools & community	-	4,025	4,025
	<u>94,664</u>	<u>30,406</u>	<u>125,070</u>

**10. NET INCOME/(EXPENDITURE)**

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

	2020	2019
	£	£
Auditors' remuneration	1,675	1,620
Auditors' remuneration for non audit work	4,350	5,030
Depreciation - owned assets	150,400	141,842
Deficit on disposal of fixed assets	3,023	-
	<u>159,448</u>	<u>148,492</u>

**11. TRUSTEES' REMUNERATION AND BENEFITS**

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

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 August 2020 nor for the year ended 31 August 2019.

**12. STAFF COSTS**

	2020	2019
	£	£
Wages and salaries	376,693	362,778
Social security costs	23,693	24,580
Other pension costs	13,431	11,324
	<u>413,817</u>	<u>398,682</u>

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

	2020	2019
Staff	<u>29</u>	<u>25</u>

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

Total key management personnel remuneration was £33,077.

Wages and salaries includes redundancy payments amounting to £51,776 (2019 - £nil).

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	419,728	58,716	478,444
<b>Charitable activities</b>			
Property rental	11,490	-	11,490
Other trading activities	429,643	1,948	431,591
Investment income	542	-	542
<b>Total</b>	<b>861,403</b>	<b>60,664</b>	<b>922,067</b>
<b>EXPENDITURE ON</b>			
Raising funds	550,792	30,626	581,418
<b>Charitable activities</b>			
Central premises and administration costs	305,532	387	305,919
Youth, schools & community	24,967	34,324	59,291
Solomon project	-	24,000	24,000
<b>Total</b>	<b>881,291</b>	<b>89,337</b>	<b>970,628</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>(19,888)</b>	<b>(28,673)</b>	<b>(48,561)</b>
<b>Transfers between funds</b>	<b>(15,486)</b>	<b>15,486</b>	<b>-</b>
<b>Net movement in funds</b>	<b>(35,374)</b>	<b>(13,187)</b>	<b>(48,561)</b>
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<b>4,940,936</b>	<b>20,642</b>	<b>4,961,578</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>4,905,562</b>	<b>7,455</b>	<b>4,913,017</b>

Total key management personnel remuneration was £33,475.

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**14. TANGIBLE FIXED ASSETS**

	Freehold property £	Leasehold property improvements £	Plant and machinery £
<b>COST</b>			
At 1 September 2019	6,286,621	394,997	981,953
Additions	-	-	28,259
Disposals	-	-	(28,203)
At 31 August 2020	6,286,621	394,997	982,009
<b>DEPRECIATION</b>			
At 1 September 2019	1,501,219	394,997	906,983
Charge for year	122,998	-	16,511
Eliminated on disposal	-	-	(16,060)
At 31 August 2020	1,624,217	394,997	907,434
<b>NET BOOK VALUE</b>			
At 31 August 2020	4,662,404	-	74,575
At 31 August 2019	4,785,402	-	74,970

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>				
At 1 September 2019	189,429	23,426	107,989	7,984,415
Additions	-	-	-	28,259
Disposals	-	-	-	(28,203)
At 31 August 2020	189,429	23,426	107,989	7,984,471
<b>DEPRECIATION</b>				
At 1 September 2019	183,156	21,251	101,179	3,108,785
Charge for year	6,273	550	4,068	150,400
Eliminated on disposal	-	-	-	(16,060)
At 31 August 2020	189,429	21,801	105,247	3,243,125
<b>NET BOOK VALUE</b>				
At 31 August 2020	-	1,625	2,742	4,741,346
At 31 August 2019	6,273	2,175	6,810	4,875,630

The leasehold property improvements relate to short leasehold property.

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**15. STOCKS**

	2020	2019
	£	£
Stocks	1,711	4,124
	<u>1,711</u>	<u>4,124</u>

**16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020	2019
	£	£
Trade debtors	476	3,826
Other debtors	-	1,577
VAT	-	5,929
Prepayments	22,338	31,245
	<u>22,814</u>	<u>42,577</u>

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020	2019
	£	£
Trade creditors	24,578	28,931
Social security and other taxes	17,558	7,247
VAT	4,291	-
Other creditors	3,599	3,691
Accruals and deferred income	119,368	102,660
	<u>169,394</u>	<u>142,529</u>

**18. MOVEMENT IN FUNDS**

	At 1/9/19 £	Net movement in funds £	Transfers between funds £	At 31/8/20 £
<b>Unrestricted funds</b>				
Working capital fund	4,905,562	(137,490)	(11,055)	4,757,017
<b>Restricted funds</b>				
Solomon Project	2,295	3,680	-	5,975
Children & Youth	-	(8,184)	8,184	-
My Skillz	404	-	(404)	-
School radio project	191	(2,687)	2,496	-
Intergenerational dance	1,008	-	(1,008)	-
The Grab school competition	3,557	(10,837)	7,280	-
My Skillz Autumn 2018/19	-	1,343	(1,343)	-
Various	-	4,150	(4,150)	-
	<u>7,455</u>	<u>(12,535)</u>	<u>11,055</u>	<u>5,975</u>
<b>TOTAL FUNDS</b>	<u>4,913,017</u>	<u>(150,025)</u>	<u>-</u>	<u>4,762,992</u>

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**18. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Working capital fund	737,294	(874,784)	(137,490)
<b>Restricted funds</b>			
Solomon Project	3,896	(216)	3,680
Children & Youth	29,246	(37,430)	(8,184)
School radio project	-	(2,687)	(2,687)
The Grab school competition	-	(10,837)	(10,837)
My Skillz Autumn 2018/19	4,000	(2,657)	1,343
Various	4,150	-	4,150
	<u>41,292</u>	<u>(53,827)</u>	<u>(12,535)</u>
<b>TOTAL FUNDS</b>	<u>778,586</u>	<u>(928,611)</u>	<u>(150,025)</u>

**Comparatives for movement in funds**

	At 1/9/18 £	Net movement in funds £	Transfers between funds £	At 31/8/19 £
<b>Unrestricted funds</b>				
Working capital fund	4,940,936	(19,888)	(15,486)	4,905,562
<b>Restricted funds</b>				
Solomon Project	16,642	(14,347)	-	2,295
Children & Youth	-	(15,486)	15,486	-
My Skillz	-	404	-	404
School radio project	-	191	-	191
Intergenerational dance	-	1,008	-	1,008
The Grab school competition	-	3,557	-	3,557
My Skillz Autumn 2018/19	4,000	(4,000)	-	-
	<u>20,642</u>	<u>(28,673)</u>	<u>15,486</u>	<u>7,455</u>
<b>TOTAL FUNDS</b>	<u>4,961,578</u>	<u>(48,561)</u>	<u>-</u>	<u>4,913,017</u>

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**18. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Working capital fund	861,403	(881,291)	(19,888)
<b>Restricted funds</b>			
Solomon Project	9,653	(24,000)	(14,347)
Children & Youth	28,317	(43,803)	(15,486)
My Skillz	4,000	(3,596)	404
School radio project	3,497	(3,306)	191
Intergenerational dance	3,300	(2,292)	1,008
The Grab school competition	6,191	(2,634)	3,557
Grab	1,500	(1,500)	-
My Skillz Autumn 2018/19	-	(4,000)	(4,000)
Various	4,206	(4,206)	-
	<u>60,664</u>	<u>(89,337)</u>	<u>(28,673)</u>
<b>TOTAL FUNDS</b>	<u>922,067</u>	<u>(970,628)</u>	<u>(48,561)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/9/18 £	Net movement in funds £	Transfers between funds £	At 31/8/20 £
<b>Unrestricted funds</b>				
Working capital fund	4,940,936	(157,378)	(26,541)	4,757,017
<b>Restricted funds</b>				
Solomon Project	16,642	(10,667)	-	5,975
Children & Youth	-	(23,670)	23,670	-
My Skillz	-	404	(404)	-
School radio project	-	(2,496)	2,496	-
Intergenerational dance	-	1,008	(1,008)	-
The Grab school competition	-	(7,280)	7,280	-
My Skillz Autumn 2018/19	4,000	(2,657)	(1,343)	-
Various	-	4,150	(4,150)	-
	<u>20,642</u>	<u>(41,208)</u>	<u>26,541</u>	<u>5,975</u>
<b>TOTAL FUNDS</b>	<u>4,961,578</u>	<u>(198,586)</u>	<u>-</u>	<u>4,762,992</u>



**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 August 2020**

**18. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Working capital fund	1,598,697	(1,756,075)	(157,378)
<b>Restricted funds</b>			
Solomon Project	13,549	(24,216)	(10,667)
Children & Youth	57,563	(81,233)	(23,670)
My Skillz	4,000	(3,596)	404
School radio project	3,497	(5,993)	(2,496)
Intergenerational dance	3,300	(2,292)	1,008
The Grab school competition	6,191	(13,471)	(7,280)
Grab	1,500	(1,500)	-
My Skillz Autumn 2018/19	4,000	(6,657)	(2,657)
Various	8,356	(4,206)	4,150
	<u>101,956</u>	<u>(143,164)</u>	<u>(41,208)</u>
<b>TOTAL FUNDS</b>	<u><u>1,700,653</u></u>	<u><u>(1,899,239)</u></u>	<u><u>(198,586)</u></u>

**19. RELATED PARTY DISCLOSURES**

In the opinion of the trustees there is no controlling party. The company is therefore controlled by its trustees.

Mr S J Lancaster, Mr J E Lancaster and Mrs R Lancaster, trustees of the company, are also trustees of the Lancaster Foundation, a registered charity. During the period the company received grants of £311,021 (2019 - £419,726) from the Lancaster Foundation. At 31 August 2020 £nil (2019 - £1,577) was due from the Lancaster Foundation.

The company occupies other premises owned by the Lancaster Foundation with no rent payable.

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 August 2020**

	2020 £	2019 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Gifts	2	1
Donations	315,419	429,379
Grants	184,698	49,064
	<hr/> 500,119	<hr/> 478,444
<b>Other trading activities</b>		
Café	89,516	167,047
Commercial events	151,804	230,283
Creative learning	26,012	34,261
	<hr/> 267,332	<hr/> 431,591
<b>Investment income</b>		
Deposit account interest	395	542
<b>Charitable activities</b>		
Sundry income	10,740	11,490
	<hr/>	<hr/>
<b>Total incoming resources</b>	778,586	922,067
<b>EXPENDITURE</b>		
<b>Other trading activities</b>		
Wages	249,117	237,453
Social security	12,779	14,015
Pensions	8,106	7,039
Advertising	22,461	30,462
Events	109,577	177,149
Food & beverages	40,382	67,887
Telephone & internet	1,949	1,881
Printing, postage & stationery	2,893	3,695
Sundries	32	189
Travelling	2,094	2,905
Cleaning	2,179	3,932
Insurance	6,863	6,832
Creative learning	17,854	24,215
Rates and water	4,749	6,350
Light and heat	10,052	(13,017)
Information systems	7,563	9,068
Staff expenses	684	537
Staff recruitment and training	588	826
Exceptional item - redundancy	41,736	-
	<hr/> 541,658	<hr/> 581,418

This page does not form part of the statutory financial statements

**THE GRAND AT CLITHEROE (A COMPANY  
LIMITED BY GUARANTEE)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 August 2020**

	2020 £	2019 £
<b>Other trading activities</b>		
<b>Charitable activities</b>		
Wages	44,348	42,357
Social security	3,029	2,639
Pensions	1,774	1,260
Rates and water	4,749	6,349
Insurance	6,863	6,832
Light and heat	10,052	(13,017)
Telephone & internet	1,949	1,880
Printing, postage & stationery	723	924
Sundries	32	188
Repairs & renewals	17,436	31,860
Cleaning	2,179	3,931
Travelling	2,094	2,904
Information systems	1,891	2,267
Subscriptions	592	1,422
Motor expenses	2,313	3,142
Advertising	5,615	7,616
Staff expenses	684	536
Staff recruitment and training	588	825
Health, safety and fire protection	548	1,978
Donations	-	24,000
Depreciation of freehold	122,998	122,998
Depreciation of plant	16,511	8,536
Depreciation of fixtures	6,273	6,273
Depreciation of motor vehicles	550	550
Depreciation of computers	4,069	3,486
Loss on sale of tangible fixed assets	3,023	-
Exceptional item - redundancy	1,000	-
	<hr/> 261,883	<hr/> 271,736
<b>Support costs</b>		
<b>Management</b>		
Wages	83,228	82,968
Social security	7,885	7,926
Pensions	3,551	3,025
	<hr/> 94,664	<hr/> 93,919
<b>Governance costs</b>		
Auditors' remuneration	1,675	1,620
Auditors' remuneration for non audit work	4,350	5,030
Payroll fees	2,037	1,515
Legal and professional fees	9,144	8,765
Bank charges	4,160	6,625
Exceptional item - redundancy	9,040	-
	<hr/> 30,406	<hr/> 23,555
Total resources expended	<hr/> 928,611	<hr/> 970,628
<b>Net expenditure</b>	<hr/> <hr/> (150,025)	<hr/> <hr/> (48,561)

This page does not form part of the statutory financial statements