

Lancashire Cricket Foundation  
Limited

Company Registration number 6394384

Charity number 1121855

(A charitable company limited by guarantee)

Annual Report and Financial statements

For the year ended 31 December 2021

## **Lancashire Cricket Foundation Limited**

### **Contents**

	<b>Page</b>
Charity information	1
Trustees' report (including Strategic Report)	2
Trustees' responsibilities statement	6
Independent auditor's report	7
Statement of financial activities (including income & expenditure account)	10
Balance sheet	11
Statement of cash flows	12
Notes to the financial statements	13

## **Lancashire Cricket Foundation Limited**

### **Charity information**

#### **Trustees and Officers**

R Cross (Chairman)  
J Sheridan (Resigned 5 February 2021)  
L Morgan  
G Brindley  
J Murphy  
P Ackerley  
C Robinson  
E Cooper  
J Hunt  
J Abraham (Appointed 10 February 2021)  
N Sufi (Appointed 15 August 2022)  
H Islam (Appointed 15 August 2022)  
T Akhlaq (Appointed 15 August 2022)

#### **Principal Officers - Key Management Personnel**

A Mitchell - Head of Community Growth

#### **Auditor**

Hurst Accountants Limited  
Lancashire Gate  
21 Tiviot Dale  
Stockport  
SK1 1TD

#### **Bankers**

Metro Bank plc  
One Southampton Row  
London  
WC1B 5HA

#### **Legal Advisors**

Muckle LLP  
Time Central  
32 Gallowgate  
Newcastle-upon-Tyne  
NE1 4BF

#### **Registered office (for all group entities)**

Lancashire County Cricket Club  
Brian Statham Way  
Emirates Old Trafford  
Manchester  
M16 0PX

**Company number** 6394384

**Charity number** 1121855

## Lancashire Cricket Foundation Limited Trustees' Report

The Trustees, who are also directors of the charitable company (the Foundation), present their annual report (including the Strategic Report) on the affairs of the Foundation, together with the financial statements and auditor's report for the year ended 31 December 2021. The financial statements have been prepared in accordance with the accounting policies set out on pages 13 & 14 and comply with the charity's memorandum and articles of association and applicable law. The liability of the members is limited at £10.

The Trustees have had regard to the guidance issued by the Charity Commission on public benefit. The main activities in relation to those purposes for the public benefit have been discussed in the "Our activities and achievements" section of this report.

### Incorporation

The charitable company was incorporated on 9 October 2007 by a Memorandum and Articles of Association, and is a registered charity (No. 1121855). The registered office of the charitable company and Foundation is Lancashire County Cricket Club, Emirates Old Trafford, Manchester, M16 0PX.

### Who We Are and What We Do

The Foundation aims to inspire individuals and communities through cricket and is the official charity arm of Lancashire Cricket. The Foundation is an independent and registered charity governed by a Board of Directors.

The objects of the Foundation (listed below) are for the benefit of the public generally and, in particular, the inhabitants of Lancashire and its surrounding areas:

- To promote community participation in healthy recreation by providing facilities for the playing of and development of cricket and other sports capable of improving health (facilities in this clause means land, buildings, equipment and organising sporting activities including coaching and course of instruction);
- To provide or assist in providing facilities for the playing of and development of the game of cricket and other games or sports on a recreational basis for the leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;
- To advance the education of children and young people through such means as the Trustees think fit in accordance with the law of charity; and
- For the general purposes of such charitable bodies or for such other exclusively charitable purposes in each case as the Trustees may from time to time decide.

The Foundation is the governing body for recreational cricket in Lancashire and works in the community to deliver a range of health, education, community cohesion and cricket development projects, programmes and events.

### Our Aims

Relating directly to the objects of the charity, the Strategic Aims (listed below) provide a framework around which operational delivery is shaped:

- Use the power of cricket and sport to motivate, educate and inspire our community;
- Improve the health and well-being of the community;
- Provide education and training opportunities for schools and the wider community;
- Positively develop and support work which targets women, disabled people and minority ethnic communities;
- Fundraise to support the charitable and community work of the cricket club; and
- Ensure Lancashire County Cricket Club ("LCCC") becomes an important and central hub for the community.

### Our activities and achievements

Each of the projects, programmes and events delivered by the Foundation in 2021 directly contributed to at least one of the Strategic Aims of the organisation and also has a clearly defined and measurable outcome and series of outputs in place. Performance against these is monitored and reported back to the Foundation Board.

Despite the impact of Covid-19, below are some of the activities that the Lancashire Cricket Foundation has delivered and supported in the last twelve months.

#### *Supporting our Leagues and Clubs*

At the Lancashire Cricket Foundation, our recreational clubs are at the heart of everything we do as we look to ensure they can thrive and grow, attracting more people to play the game. We support our clubs in a number of ways through our dedicated Cricket Development Officers:

- Support provided to 16 senior and 8 junior cricket leagues across the county
- 246 affiliated cricket clubs in Lancashire;
- 194 clubs with a junior section (up from 183 in 2020);
- 44 affiliated nomadic teams;
- 42 nomadic teams engaged in unaffiliated but structured / formal leagues;
- Circa 17,800 senior players involved in the above cricket;
- Over 8,000 junior players involved in the above leagues;
- Supporting 140 clubs through the Safe Hands Management System process, ensuring clubs are meeting safeguarding standards;
- 124 clubs retaining or gaining clubmark accreditation.

#### *Women & Girls Cricket*

The Women and Girl's game is one of the fastest growing areas of cricket and here at the Lancashire Cricket Foundation we provide dedicated support to the Women and Girl's game, with the programme expanding year on year:

- 58 clubs with a women's section up from 33 in 2021
- 31 clubs with a girl's section, up from 19 in 2021
- 133 Women's teams in total
- 50 Girl's teams in total

Lancashire Cricket Foundation Limited  
Trustees' Report (cont'd)

Our activities and achievements (cont'd)

*Children & Young People*

We provide a range of Junior Programmes which are designed to not only give children and young people an introduction to cricket, but also further develop the skills of those who are already involved in the game

*Delivering cricket in schools*

- 39,739 unique participants from 340 schools across Lancashire accessing high quality cricket provision through the Chance to Shine
- Primary and Secondary Girls Programmes.

*Junior Cricket programmes*

- All Stars - 4,462 children at 131 clubs / community groups
- Dynamos - 1,392 children at 77 clubs / community groups

*Coach Education*

We provide a range of Junior Programmes which are designed to not only give children and young people an introduction to cricket, but also further develop the skills of those who are already involved in the game.

- Total 173 new coaches trained during 2021;
- 61 new ECB Support Coach Coaches (17 female);
- 75 new ECB Foundation I Coaches (23 female);
- 37 ECB level 2 Coaches (2 female);
- 20 Young Leaders trained to help support the Table Cricket County Competitions

*Development Centres*

The Lancashire Cricket Development Centres were launched in September 2021 and provide young people with the opportunity to develop, grow and hone their skills. Sessions are led by qualified Lancashire Cricket coaches and are available for beginners all the way through to those children playing at County level, providing an opportunity to play at the best standard for each individual involved. In the three months following their launch in September 2021, 584 young people already have attended one of our centres

The Lancashire Cricket Foundation has a strong commitment to growing the game of cricket in the county. With that in mind, we established a Bursary Scheme that provides young people from disadvantaged backgrounds with access to financial support needed to attend one of our Development Centres. Each bursary covers 50% of the cost of a 6 week programme, meaning a greater number of young people will be able access a Development Centre and benefit from high the quality coaching that is available. By providing bursaries, we will be able to increase cricket participation levels among under-represented groups, helping to unearth future talent who may otherwise go unnoticed.

*Cricket for All*

At the Lancashire Cricket Foundation, we believe cricket is a game for all and we work hard to help make cricket accessible to everyone within the county. Through cricket we bring people together, inspire individuals and improve lives, enabling people with disabilities & their families to say that 'cricket is a game for me'.

*Pathway*

- D40, S9, Hearing Impaired and Visually Impaired disability squads supported during regular season, with D40 team winning their division and national.

*Disability Cricket*

- 7 Hub sites, 126 sessions, 79 unique participants, 8 life skills workshops, 20 taster sessions, 3 newly qualified support coaches and a county competition delivered for the Lord's Taverners Super 1s programme;
- The Lancashire Super 9's disability side claimed their first ever victories, over teams from Staffordshire and Derbyshire;
- 2 ECB Disability Champion Clubs established at Northern CC and Mawdesley CC, with 20 new participants engaged in their offers

*Table Cricket*

- 23 sessions of Table Cricket were delivered in school by teachers from 3 different schools who took part in our teacher training and kit donation scheme programme throughout Covid when access into schools wasn't allowed;
- 75 individual children, from 5 different schools, received coaching;
- 116 individual children from 13 schools/colleges took part in the Lord Taverners County Competition in December held at Emirates Old Trafford.

*Community Engagement, Education & Health*

A key aim of the Lancashire Cricket Foundation is to use cricket to engage our local communities and use it as a force for good whilst helping to grow a love of the game. We have expanded our range of programmes to increase participation, improve health and wellbeing and build relationships in diverse communities.

*Urban Communities*

Funded by the Lord's Taverners, Wicketz provides free, year-round, weekly community cricket sessions and personal development workshops for young people aged 8-19 in communities where there are few opportunities to play the game regularly.

- 573 participants engaged through the Lord's Taverners funded Wicketz project across 3 Hubs in the city of Manchester, Salford and Trafford, with a total of 4,895 attendances;
- 8 lifestyle workshops delivered to Wicketz participants, using cricket to help address social issues young people face in their communities;
- 5 young coaches aged 17-24 volunteered a total of more than 100 hours to Wicketz;
- The Chance to Shine Street programmes bring cricket into deprived urban areas. It's a fast-paced game, played in closed spaces - it's all action. Available for youths (8-16) and young adults (16-24);
- 1,055 hours delivered across 23 projects in the County, engaging 818 unique participants with a total of 11,824 attendances;

Lancashire Cricket Foundation Limited  
Trustees' Report (cont'd)

Our activities and achievements (cont'd)

Core Cities

The programme aims to engage with South Asian communities in Manchester, with the principal aim to inspire people to connect with cricket – both as players and as spectators, under the Lancashire Cricket's banner of 'Inspiring Play'.

- 594 hours delivered on the Core Cities programme across Greater Manchester, with 1,058 young people and adults from targeted communities benefitting from improved informal cricket provision;
- 96 unique participants engaged in the Core Cities Indoor Cricket League

Any funding grants issued by the Foundation are managed through an application process, authorised by the Board of Directors and only fund activity that directly relates to the Objects and Aims of the charity. All other funds generated directly support the delivery of Foundation activities and/or are distributed to organisations as a part of a pre agreed fundraising initiative.

The Foundation will continue to deliver many of the activities listed above and will only develop and implement new activities where they directly relate to the Objects and Aims of the charity.

Fundraising

The Foundation generated £97,170 (2020: £24,570) from fundraising activities in 2021.

All funding received / raised is utilised to employ staff to develop and deliver projects, programmes and events that directly impact on the following Strategic Aims of the organisation:

- Provide increased opportunities for 'MORE PLAY' - Delivering a diverse range of high quality accessible projects, programmes and events that provide increased opportunities for everyone to play the game, inspiring the next generation of players across the North West;
- Support the development of 'GREAT TEAMS' - Providing the infrastructure support necessary to ensure a sustainable and successful club & league network is in place across the North West;
- Create 'INSPIRED FANS' - Using the power of Lancashire Cricket to provide families & individuals from across the North West with positive inspirational crickering experiences; and
- Address local 'COMMUNITY NEED' - Delivering high quality interventions that address identified community need, ensuring Lancashire Cricket becomes an important, central hub for the community

Structure, governance and management

The Trustees who have served during the year and since the year end are set out on page 1

The Trustees meet at least six times per year and on any other occasion as judged necessary in order to review progress and determine matters of strategy & policy

Every decision of the Trustees shall be determined by the majority of votes of the Trustees present and voting on the question. There shall be a quorum when two Trustees are present at any meeting

All Trustees serve a three year term following which they can seek re-appointment. The existing Trustees have the power to appoint further Trustees provided they have attained the age of eighteen years and are not disqualified from taking office. The Trustees are not actively recruiting at present but have measures in place to consider potential applicants as they might arise

New Trustees undergo some training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision making processes of the Foundation, the business plan and recent financial performance of the charity. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

The operational management of the charity is shared between the Head of Community Growth and Head of Cricket Relationships. Performance of both these positions and the charity itself are reviewed at all Foundation Board meetings and any decisions on remuneration of all staff members are ratified by the Trustees.

We believe that all the Trustees have the experience required to carry out their duties effectively

As detailed in Note 12 to the financial statements, the Charity has three related parties, Lancashire County Cricket Club, Lancashire County Cricket Club Development Association, for which the Charity is the sole member, and LCCC Trust Trading Limited, the Charity's trading subsidiary

Financial review

Despite the continuing and dramatic impact of the global pandemic which led to the need for a major restructuring of the Foundation's workforce in 2020, a surplus of £171,428 was generated in the year which represented a significant improvement on the prior year surplus of £26,370

The Foundation was again unable to carry out much of its activities in the early part of the year and was forced to continue to place many of its staff on furlough, thus taking advantage of the government's employment support scheme. The lost revenues were largely offset by significant cost reductions. The restructuring and significant cost cutting regime put in place was carried forward into 2021 and projections demonstrate that the charity will move back into more healthy positive reserves territory during 2022. With the uncertainty surrounding the impact of Covid-19 significantly lessening, the closing bank balance of £258,540, the continuing support of Lancashire County Cricket Club and the ECB and the positive operating cash flows expected in 2022, all indicate that the underlying financial resources of the foundation remain relatively healthy

During the year, the Foundation received donations amounting to £1,401,944 (2020: £1,268,912). In addition, the Foundation received gift aid income of £NIL (2020: £2,992), event income of £97,170 (2020: £24,570) and grant income of £64,921 (2020: £420,342) from the government coronavirus job retention scheme. Including donations this contributed towards total income of £1,678,529 (2020: £1,739,728)

The Foundation has incurred expenses in relation to charitable activities during the course of the year relating to donations of £NIL (2020: £NIL), payroll costs £1,165,435 (2020: £1,392,027) and other charitable costs £219,296 (2020: £252,097)

The Trustees remain confident that the Foundation can continue to operate for at least the next twelve months. Financial projections have been prepared using largely guaranteed revenues and without reflecting the benefit of any continuing government support schemes, and with costs still based on a full year of activity. These forecasts and resulting positive operating cashflows will result in the Foundation generating surpluses during 2022. Finally, the main creditor and key strategic partner, Lancashire County Cricket Club, have re-affirmed their support and will only require settlement of any debtors due from the Foundation during the next twelve months, as and when it can be afforded

Lancashire Cricket Foundation Limited  
Trustees' Report (cont'd)

**Reserves**

The Foundation seeks to retain a general reserve to provide sufficient resources to ensure that the level of expenditure, both charitable spend and overheads, expected in the next 12 months (as a minimum), is covered. It is clear that during 2019, reserves fell below the targeted levels and since then the impact of Covid-19 has limited the extent to which the Trustees have been able to take action to successfully clear the deficit and re-build reserves. As discussed above, the Trustees are continuing to proactively address this issue and are confident that cash flows for the next twelve months will be sufficient to support the charity. The reserves deficit was cleared by the 31 December 2021 year end and the expectation is that reserves will be built back up again during 2022.

**Grants**

The Charity only distributes grants as directed by the England and Wales Cricket Board (ECB) for specific programmes designed to support cricket club development and cricket club improvement work. The funding amounts are fixed by the ECB, the Foundation monitors the performance of a club against any grant allocated. All funding distributed in this way contributes to the strategic aim to 'Support the development of 'Great Teams', providing the infrastructure support necessary to ensure a sustainable and successful club & league network is in place across the North West

**Future Plans**

The development of the new Lancashire Cricket Foundation strategy and staff structure lays out the organisation's focus/direction of travel aligned to the ECB County Partnership Agreement process for the next 3 years. The Foundation will work through the strategy and structure to develop and deliver projects, programmes, events that engage, excite, inspire and improve individuals and communities through cricket in order to grow the appeal of the game at all levels

**Risk management**

The Trustees have reviewed the major risks to which the Foundation is exposed (listed below) and this topic is regularly discussed at Trustees' meetings

*Financial Sustainability:*

The Foundation Board scrutinises financial performance at all Board meetings. The financial management accounts are prepared with support from the LCCC Accounts Department. Visibility of future funding streams is critical to the continuation of the Foundation's activities and maintaining its staffing resources. The Board focus heavily on ensuring the delivery of projects is commensurate with funding received

*Financial Claims:*

The LCCC Foundation has appropriate insurance cover in place as well as up to date policies and procedures in relation to operational delivery and the protection of children and vulnerable adults

*Skills Gap*

In order to effectively deliver its objectives it has been identified that the new Foundation Board will need to appoint additional expertise, in particular non-executive director roles that will represent key ECB and Foundation agendas including women and girls, education and diverse communities. The appointment of these new roles will be driven by the Foundation Board and will support the strategic decision making of the organisation as well as providing operational intelligence, and guidance for the Foundation staff

**Auditor**

The Trustees at the date of approval of this report confirm that

- So far as the Trustees are aware, there is no relevant audit information of which the Foundation's auditor is unaware;
- and
- The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant 'audit information and to establish that the Foundation's auditor is aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006. Hurst Accountants Limited have expressed their willingness to continue in office as auditor

Approved by the Trustees and signed of their behalf by



21 September 2022

LEE MORGAN

**Lancashire Cricket Foundation Limited**  
**Trustees' responsibilities statement**

The Trustees (who are also directors of Lancashire Cricket Foundation Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in charities SORP;
- make judgements that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Foundation will continue in business.

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

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



## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LANCASHIRE CRICKET FOUNDATION LIMITED

### Opinion

We have audited the financial statements of Lancashire Cricket Foundation Limited (the "Charity") for the year ended 31 December 2021 which comprise the Statement of Financial Activities including Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable Company's affairs as at 31 December 2021 and charitable Company's incoming resources and application of resources for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice,
- 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity'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 Trustees with respect to going concern are described in the relevant sections of this report

### Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and 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

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report

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

- a satisfactory system of control over transactions has not been maintained, or
- the Charity has not kept proper accounting records, or
- the financial statements are not in agreement with the books of account, or
- we have not received all the information and explanations we need for our audit

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LANCASHIRE CRICKET FOUNDATION LIMITED (Cont'd)

### Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities Statement on Page 6, the Trustees are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditors' responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. We identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

### Identifying and assessing potential risks relating to irregularities

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and the Charity's objectives and aims;
- enquiring of management concerning the policies and procedures relating to
- identifying, evaluating and complying with laws and regulations, particularly in relation to The Charity Commission and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- discussions amongst the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud;
- obtaining and understanding the legal and regulatory frameworks that the Charity operates in, such as provisions of the Companies Act 2006, the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, pensions and tax legislation, General Data Protection requirements, Anti-Bribery policy, Health and Safety and the application of Coronavirus Job Retention Scheme and other central and local government grants and support;
- communication with The Charity Commission and minutes of Trustees' meetings.

### Audit response to risks identified

Our procedures to respond to the risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reviewing manual journals posted by management throughout the period and testing any unusual or unexpected entries;
- carrying out substantive testing to confirm the validity and accuracy of grant claims under the Coronavirus Job Retention Scheme;
- testing a sample of income and expenditure ensuring that they are in accordance with the aims and objectives of the Charity.

We have also considered the risks noted above in addressing the risk of fraud through management override of controls:

- testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates are indicative of a potential bias;
- evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LANCASHIRE CRICKET FOUNDATION  
LIMITED (Cont'd)

There are inherent limitations in the audit procedures and there is an unavoidable risk that we may not have detected some material misstatements in the financial statements. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**Use of our report**

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mike Jackson (senior statutory auditor)  
for and on behalf of Hurst Accountants Limited  
Chartered Accountants  
Statutory Auditors  
Lancashire Gate  
21 Tiviot Dale  
Stockport  
Cheshire  
SK1 1TD

23 September 2022

Lancashire Cricket Foundation Limited  
Statement of financial activities (including income & expenditure account) for the year ended 31 December 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds for the year 2021 £	Total Funds for the year 2020 £
<b>INCOME FROM:</b>					
Charitable activities					
Donations and legacies	4	380,616	1,021,328	1,401,944	1,268,912
Investments					
Fundraising events		97,170	-	97,170	24,570
Investment income		-	-	-	-
Government Grant income		64,921	-	64,921	420,342
Other income		114,493	-	114,493	25,904
<b>TOTAL INCOME</b>		<b>657,201</b>	<b>1,021,328</b>	<b>1,678,529</b>	<b>1,739,728</b>
<b>EXPENDITURE ON:</b>					
Charitable activities	5	(364,395)	(1,021,328)	(1,385,723)	(1,644,962)
Raising Funds	5	(121,378)	-	(121,378)	(68,396)
<b>TOTAL EXPENDITURE</b>		<b>(485,773)</b>	<b>(1,021,328)</b>	<b>(1,507,101)</b>	<b>(1,713,358)</b>
<b>Net income for the year</b>		<b>171,428</b>	<b>-</b>	<b>171,428</b>	<b>26,370</b>
<b>NET MOVEMENT IN FUNDS</b>	3	<b>171,428</b>	<b>-</b>	<b>171,428</b>	<b>26,370</b>
<b>RECONCILIATION OF FUNDS</b>					
Total deficit brought forward		(170,754)	-	(170,754)	(197,124)
Net movement in funds for the year		171,428	-	171,428	26,370
<b>Total funds/(deficit) carried forward</b>		<b>674</b>	<b>-</b>	<b>674</b>	<b>(170,754)</b>

The notes on pages 13 to 18 form part of these financial statements.

There were no other recognised gains or losses other than those listed above and the net movement in funds for the year. All income and expenditure derives from continuing activities.

See note 13 for comparative Charity Statement of Financial Activities analysed by funds.

Lancashire Cricket Foundation Limited  
Balance sheet as at 31 December 2021

	Notes	2021 £	2020 £
<b>Fixed Assets &amp; Equipment</b>			
Investments	7	1	1
Tangible Assets	8	20,238	16,971
		<u>20,239</u>	<u>16,972</u>
<b>Current assets</b>			
Debtors	9	125,109	149,635
Cash at bank and in hand		258,540	248,907
		<u>383,649</u>	<u>398,542</u>
<b>Creditors</b>			
Amounts falling due within one year	10	(403,214)	(586,268)
		<u>(19,565)</u>	<u>(187,726)</u>
<b>Net current liabilities</b>			
		(19,565)	(187,726)
<b>Total assets less current liabilities</b>		<u>674</u>	<u>(170,754)</u>
<b>Funds</b>	11		
Unrestricted funds		674	(170,754)
Restricted funds		-	-
		<u>674</u>	<u>(170,754)</u>
<b>Total funds/(deficit)</b>		<u>674</u>	<u>(170,754)</u>

The financial statements of Lancashire Cricket Foundation Limited, registration number 6394384, charity number 1121855, on pages 13 to 18 were approved and authorised for issue on 21 September 2022 on behalf of the Board by:

*Lee Morgan*

LEE MORGAN

Lancashire Cricket Foundation Limited  
Statement of Cash flows for the year ended 31 December 2021

	Total funds 2021 £	Total funds 2020 £
Net cash provided by operating activities	20,723	102,517
Investing activities		
Payments to acquire tangible fixed assets	(11,090)	(2,959)
Net cash flow from investing activities	(11,090)	(2,959)
Financing activities:		
Interest received	-	-
Net cash flow from financing activities	-	-
Net increase in cash and cash equivalents	9,633	99,558
Cash and cash equivalents at beginning of year	248,907	149,349
Cash and cash equivalents at the end of the year	<u>258,540</u>	<u>248,907</u>

Reconciliation of net surplus to net cash from operating activities

	2021 £	2020 £
Net surplus for the reporting period	171,428	26,370
Adjustments for:		
Depreciation charge	7,822	6,030
Decrease in debtors	24,526	33,102
(Decrease)/increase in creditors	(183,053)	37,015
Net cash provided by operating activities	<u>20,723</u>	<u>102,517</u>

1 Principal accounting policies

a Company and charitable status

Lancashire Cricket Foundation Limited, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 12 Trustees, 4 of whom are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £10. The charity is a registered charity. The registered office is given on page 1.

b Basis of accounting

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective 1 January 2015; and the Companies Act 2006.

The company is exempt from the requirement to prepare consolidated financial statements as all of its subsidiaries are required to be excluded from consolidation by section 402 of the Companies Act 2006.

The principal accounting policies are set out below

c Income

Grants, donations, legacies and voluntary income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Grants, donations, legacies and voluntary income are recognised in full in the Statement of Financial Activities in the year in which the above conditions are satisfied.

Investment income

Investment income is accounted for in the year in which the charity is entitled to receipt.

Trading income

Turnover is stated net of VAT and trade discounts. Turnover from the supply of services represents the value of services provided under contracts to the extent that there is a right to consideration and is recorded at the value of the consideration due. Where payments are received from customers in advance of services provided the amounts are recorded as deferred income and included as part of creditors due within one year. All turnover was generated in the UK from the charity's principal activities.

Deferred income

Income received in respect of future periods is treated as deferred income.

d Going concern

The Foundation only makes discreet one-off payments so there are never any obligations to beneficiaries for future funding. In this respect, donations are only made if there are sufficient cash reserves in place.

Notwithstanding the net current liabilities position at 31 December 2021 of £19,565, the financial statements have been prepared on a going concern basis. This is also the conclusion of the Foundation's Board after taking full consideration of the ongoing uncertainties caused affecting both the UK and World's economies.

As set out in the Trustee's Responsibilities Statement on page 6, in preparing these financial statements the Trustees are required to prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Foundation will continue in operation. The Trustees remain confident that the Foundation can continue to operate for at least the next twelve months.

In 2022 the Foundation is budgeted to make a surplus of £101,000, and latest management accounts show the Foundation to be £69,000 ahead of budget with the year-to-date cash flow also showing a positive variance of £48,000. Whilst no detailed budget has been prepared for 2023, the Board fully anticipate 2023 following a similar pattern with a like for like surplus for the first 9 months to 30 September 2023 of between £60,000 and £70,000 enabling a continuing increase in reserves.

Finally, the main creditor and key strategic partner, Lancashire County Cricket Club, have re-affirmed their support and will only require settlement of any debtors due from the Foundation during the next twelve months, as and when it can be afforded.

e Expenditure

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of charitable cricket activities, events, projects and programmes to further the purposes of the charity and their associated support costs.

- Costs of raising funds comprise the direct costs of fund raising events and initiatives and their associated support costs.

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charitable cricket activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

f Tax

The Foundation is a registered charity and as such is exempt from taxation on its income to the extent that they are applied to its charitable purpose.

Current tax, including UK corporation tax, is provided at amounts expected to be paid (or recovered) using the rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised on all timing differences where the transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the Company's relievable tax losses and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements. Deferred tax assets are recognised when it is more likely than not that they will be recovered. Deferred tax is measured using rates of tax that have been enacted or substantively enacted by the balance sheet date.

1 Principal accounting policies (cont'd)

g Tangible assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets on a straight line basis over their expected useful life as follows.

- Computer Equipment 5 years

h Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through terms of an appeal. The restricted funds are held in the Balance sheet as a combination of cash at bank and amounts due from related parties

i Pensions

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

j Financial instruments

Financial assets and financial liabilities are recognised when the charity become a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity only have financial assets and financial 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 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Foundation's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 Result for year

	2021 £	2020 £
The surplus for the year is stated after charging		
Auditor's remuneration	500	500
Depreciation	7,822	6,030

4 Analysis of income from donations

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds for the year 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds for the year 2020 £
Sundry donations	330,771	-	330,771	288,737	-	288,737
LCCC Development Association	40,000	-	40,000	20,000	-	20,000
Gift Aid	-	-	-	2,992	-	2,992
England & Wales Cricket Board	-	668,399	668,399	-	653,497	653,497
Chance 2 Shine	-	260,940	260,940	-	175,456	175,456
The Lords Taverners	-	14,555	14,555	-	24,365	24,365
Coach Core City	-	-	-	-	14,183	14,183
NCS (The Growth Company)	-	77,434	77,434	-	89,682	89,682
Apprentices	9,845	-	9,845	-	-	-
	380,616	1,021,328	1,401,944	311,729	957,183	1,268,912

The Restricted funds relate to the following projects:

England & Wales Cricket Board, funding to provide a range of cricket development projects, programmes and events to engage, excite, inspire and improve individuals and communities in order to grow the game.

Chance 2 Shine, funding to deliver cricket projects, programmes and events in primary and secondary schools.

The Lord's Taverners, the project provides apprenticeship opportunities and life skills workshops in targeted communities of Salford, Trafford and Manchester for young people aged 8-15.

Coach Core City, the project provides apprenticeship opportunities, giving young people the opportunity to learn and develop as sports coaches.

NCS, a personal and social development for 16-17 year olds in England and Northern Ireland, funded by money from the UK Government.



5 Analysis of expenditure on charitable activities

Analysis of expenditure on charitable activities by fund:

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds for the year 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds for the year 2020 £
Payroll (see note 6)	363,403	802,032	1,165,435	574,213	817,814	1,392,027
Other charitable costs	-	219,296	219,296	112,728	139,369	252,097
Governance costs - Audit Fee	500	-	500	500	-	500
Bank Charges	492	-	492	338	-	338
Total Charitable Expenditure	<u>364,395</u>	<u>1,021,328</u>	<u>1,385,723</u>	<u>687,779</u>	<u>957,183</u>	<u>1,644,962</u>
Raising Funds	121,378	-	121,378	68,396	-	68,396
Total Expenditure	<u>485,773</u>	<u>1,021,328</u>	<u>1,507,101</u>	<u>756,175</u>	<u>957,183</u>	<u>1,713,358</u>

Analysis of expenditure on charitable activities by activity:

	Activities undertaken directly 2021 £	Grant funding of activities 2021 £	Support Costs 2021 £	Total 2021 £	Total 2020 £
Chance 2 Shine	-	41,223	-	41,223	33,505
NCS	-	12,848	-	12,848	2,585
Wicketz	-	6,246	-	6,246	5,407
Core City	-	-	-	-	638
W&G	-	11,497	-	11,497	14,127
Disability Cricket	-	4,117	-	4,117	3,007
Alexandra Pitch maintenance	-	-	-	-	10,000
Education and Training	143,865	-	-	143,865	182,828
Payroll	866,954	-	298,481	1,165,435	1,392,027
Governance costs - Audit Fee	-	-	-	-	500
Bank Charges	492	-	-	492	338
Total Charitable Expenditure	<u>1,011,311</u>	<u>75,931</u>	<u>298,481</u>	<u>1,385,723</u>	<u>1,644,962</u>
Raising Funds	121,378	-	-	121,378	68,396
Total Expenditure	<u>1,132,689</u>	<u>75,931</u>	<u>298,481</u>	<u>1,507,101</u>	<u>1,713,358</u>

6 Analysis of staff costs, Trustee remuneration and expenses

The average monthly number of employees was:

	2021 No.	2020 No.
Raising Funds	2	2
Charitable Activities	41	44
Support	9	8
	<u>52</u>	<u>54</u>

Their aggregate remuneration comprised:

	2021 £	2020 £
Wages and salaries	1,095,060	1,272,638
Social security costs	99,551	118,026
Pension costs	49,775	65,086
	<u>1,244,386</u>	<u>1,455,750</u>
	2021 £	2020 £
Raising Funds	78,951	63,723
Charitable Activities	866,954	1,126,898
Support	298,481	265,129
	<u>1,244,386</u>	<u>1,455,750</u>
	2021 £	2020 £
More Play	559,974	655,088
Great Teams	236,433	276,593
Community Projects / Needs	161,770	189,248
Fundraising Activities	49,775	63,723
Overheads	236,434	271,098
	<u>1,244,386</u>	<u>1,455,750</u>

One Trustee received remuneration during the current year of £68,810 (2020: £52,312). No travel and subsistence expenses were paid to Trustees (2020: £nil). Two members of staff earned between £60,000 & £70,000 (2020: £nil).

7 Investments

	2021 £	2020 £
Cost		
At 1 January 2021 and 31 December 2021	<u>1</u>	<u>1</u>
Investments represents a 100% holding in the ordinary share capital of LCCC Trust Trading Limited (registered number 07145995). This is a company registered and incorporated in the United Kingdom. The company's principal activities are the hosting of concerts and other events with a view to making reasonable profits to donate to charitable cricket activities.		
The company was dormant in 2021 and the prior year.		
The aggregate of the assets and liabilities was:		
	£	£
Current assets	1	1
Current liabilities	-	-
Net assets	<u>1</u>	<u>1</u>

8 Tangible Assets

	Computer Equipment £
Cost	
1 January 2021	48,929
Additions	<u>11,090</u>
31 December 2021	<u>60,019</u>
Depreciation	
1 January 2021	31,959
Charge for the year	<u>7,822</u>
31 December 2021	<u>39,781</u>
Net book Value	
31 December 2021	<u>20,238</u>
31 December 2020	<u>15,970</u>

9 Debtors - Amounts falling due within one year

	2021 £	2020 £
Other debtors	57,780	16,736
Prepayments	<u>67,329</u>	<u>132,899</u>
	<u>125,109</u>	<u>149,635</u>

10 Creditors - Amounts falling due within one year

	2021 £	2020 £
Amounts owed to related parties	177,830	435,795
Trade Creditors	20,875	9,008
Taxes and social security costs	27,661	23,884
Accruals	24,455	9,268
Deferred Income	152,393	108,313
	<u>403,214</u>	<u>586,258</u>
Deferred income:		£
1 January 2021		108,313
Released		(108,313)
Additions		152,393
31 December 2021		<u>152,393</u>

Deferred income relates to trading or grant income received in advance for events or activities taking place in the following year.

11 Funds

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal. Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the charitable objects.

	As at 1 January 2021 £	Income £	Expenditure £	As at 31 December 2021 £
<b>Restricted Funds:</b>				
England & Wales Cricket Board	-	668,359	(668,359)	-
Chance 2 Shine	-	260,940	(260,940)	-
The Lords Taverners	-	14,555	(14,555)	-
NCS (The Growth Company)	-	77,435	(77,435)	-
Unrestricted Funds	(170,754)	657,200	(485,772)	674
<b>Total Funds</b>	<u>(170,754)</u>	<u>1,670,529</u>	<u>(1,507,101)</u>	<u>674</u>
	As at 1 January 2020 £	Income £	Expenditure £	As at 31 December 2020 £
<b>Restricted Funds:</b>				
England & Wales Cricket Board	-	653,497	(653,497)	-
Chance 2 Shine	-	175,456	(175,456)	-
The Lords Taverners	-	24,365	(24,365)	-
Coach Core City	-	14,183	(14,183)	-
NCS (The Growth Company)	-	89,682	(89,682)	-
Unrestricted Funds	(197,124)	782,545	(756,175)	(170,754)
<b>Total Funds</b>	<u>(197,124)</u>	<u>1,739,728</u>	<u>(1,713,358)</u>	<u>(170,754)</u>

The activities linked to the restricted funds are discussed in note 4.

Any restricted funds balances at the the year end relate to timing differences relating to income received in advance of expenditure incurred on related

12 Related Party Transactions

The Trustees consider Lancashire County Cricket Club Limited, a registered society under the Co-operative and Community Benefit Societies Act 2014, registered in England and Wales, to be a related party due to their close day to day working relationships. Included within charitable activity expenses are payroll related costs recharged from Lancashire County Cricket Club Limited equaling to £1,244,386 (2020 £1,455,750); this recharge has been offset in arriving at the creditor per note 10. During the year a donation of £40,000 (2020 £20,000) was accrued and subsequently paid over from the Lancashire County Cricket Club Development Association which is considered to be a related party due to key management control.

The amount owed by the Lancashire County Cricket Club Development Association at 31 December 2021 was £40,000 (2020 £20,000).

The amount owed to Lancashire County Cricket Club at 31 December 2021 was £177,830 (2020 £435,795).

Key management compensation in the year totalled £137,813 (2020 £106,111).

13 Comparative statement of financial activities

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds for the year 2020 £
<b>INCOME FROM:</b>			
Charitable activities			
Donations and legacies	311,729	957,183	1,268,912
Other Trading Activities			
Fundraising events	24,570	-	24,570
Investment Income	-	-	-
Government Grant Income	420,342	-	420,342
Other income	25,904	-	25,904
<b>TOTAL INCOME</b>	<b>782,545</b>	<b>957,183</b>	<b>1,739,728</b>
<b>EXPENDITURE ON:</b>			
Charitable activities	(687,779)	(957,183)	(1,644,962)
Raising Funds	(68,396)	-	(68,396)
<b>TOTAL EXPENDITURE</b>	<b>(756,175)</b>	<b>(957,183)</b>	<b>(1,713,358)</b>
Net expenditure for the year	26,370	-	26,370
<b>NET MOVEMENT IN FUNDS</b>	<b>26,370</b>	<b>-</b>	<b>26,370</b>
<b>RECONCILIATION OF FUNDS</b>			
Total deficit brought forward	(197,124)	-	(197,124)
Net movement in funds for the year	26,370	-	26,370
<b>Total deficit carried forward</b>	<b>(170,754)</b>	<b>-</b>	<b>(170,754)</b>

14 Financial Instruments

	2021 £	2020 £
The Company has the following financial instruments.		
Financial assets at fair value through income or expenditure	-	-
Financial assets that are debt instruments measured at amortised cost:		
- Trade Receivables	-	-
- Other Receivables	125,109	149,635
	<u>125,109</u>	<u>149,635</u>
Financial liabilities measured at fair value through income or expenditure	-	-
Financial liabilities measured at amortised cost:		
- Trade creditors	(20,875)	(9,008)
- Deferred consideration	(152,393)	(108,313)
- Other creditors	(229,946)	(468,947)
	<u>(403,214)</u>	<u>(586,268)</u>
Other financial liabilities measured at fair value	-	-

15 Analysis of changes in net debt

	At 1 January 2021	Cashflows	At 31 December 2021
Cash at bank and in hand	248,907	9,633	258,540

16 Leasing commitments

Operating lease charges paid during the year for the hire of equipment, including short term hire arrangements, amounted to £4,384 (2020: £3,327)

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

	2021 Other £	2020 Other £
- within one year	3,549	1,386
- between one and five years	7,098	-
	<u>10,647</u>	<u>1,386</u>