

Mahdio (Oldham Youth Zone)
(a company limited by guarantee
and not having a share capital)

**FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

Company number: 06946098

Registered Charity Number: 1134427

WRIGLEY PARTINGTON

Chartered Accountants
Sterling House
501 Middleton Road
Chadderton
Oldham
OL9 9LY

Mahdlo (OldhamYouth Zone)

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Mahdio (OldhamYouth Zone)

Reference and Administrative Information

President:	Sir Norman Stoller CBE KStJ DL
Trustees at date report approved:	Christopher Wareing (Chair) John Ainley Kashif Ashraf Dave Benstead Stephanie A Bolshaw Ann Ashton (Appointed 29.06.21) Janelle M Barker Adam J Poyner (appointed 25.05.21) Terry Flanagan Andrew Milnes Jonathan Lloyd
Other Trustees who served during year:	Lindsay Walsh (resigned 25.05.21) Kathryn A Morley (resigned 25.05.21)
Chief Executive (interim):	Lucy Lees
Registered Office:	Egerton Street Oldham OL1 3SE
Business address:	Egerton Street Oldham OL1 3SE
Auditors:	Wrigley Partington Sterling House 501 Middleton Road Chadderton Oldham OL9 9LY
Bankers:	Natwest 10 Yorkshire Street Oldham OL1 1QT
Company number:	06946098
Registered Charity number:	1134427

Mahdlo (Oldham Youth Zone)

Trustees Report for the year ended 31 March 2022

The Trustees, who are also Directors for the purpose of company law, present their report and the financial statements of the charity for the year ended 31st March 2022. The provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP (FRS102)) have been adopted in preparing the annual report and financial statements of the charity.

Objectives and Activities

The charitable objectives as set out in the Memorandum and Articles are "to help and educate children in the North West of England through their leisure time activities by promoting their full physical and spiritual potential in order that they may grow to full maturity as individuals and members of society and that their conditions of life may improve".

Our mission is "to deliver high quality activities and experiences for young people from Oldham aged 8-19 (25 with a disability) to enhance the quality of their lives and provide support services for those who need additional help to achieve their potential"

We achieve this through our 6 programme areas:

Get Active – Young people's participation in a wide range of sports and physical activities at a 'try, train or team' level that promote good health, fitness and build self-esteem.

Get Creative – Utilising the specialist dance studio, music room and media suite young people can engage in a broad range of arts and media opportunities that develop creativity skills and confidence.

Get Outdoors – We give young people the chance to get out of their usual neighbourhood, experience outdoor adventure and reconnect with the environment promoting confidence, teamwork and social skills.

Get Sorted – Young people are able to access support around personal health and wellbeing issues. We link with existing services in the town to ensure we are supporting young people to access the information advice and guidance they really need. Through one-to-ones and group workshops we promote healthy minds, lifestyles and positive choices.

Get Ahead – We recognise that getting the right skills and support is key to getting ahead. With the help of partners and local businesses our team support young people to get on the right path for the future.

Get Connected – We want young people to play a real role in the running of Mahdlo and to have a clear and coherent voice in the wider community. We support them to be more connected through community projects and volunteering opportunities that promote citizenship and leadership skills.

The activities of the charity are undertaken to further its charitable purposes for public benefit and, in shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

The provision of a high quality facility for young people responds to a clear, ongoing demand from young people, parents and the wider community for more and better places for young people to go. Our universal services, mainly based around our Get Active, Get Creative and Get Outdoors offer, are open to all young people in Oldham. For those experiencing disadvantage or needing additional support we offer additional targeted services. Short term outcomes are happier young people making healthier choices with increased social skills, achievements and enhanced aspirations. This has the wider impact of improved health and wellbeing, reduced crime, enhanced learning and employability and greater community cohesion.

Structure, Governance and Management

Mahdlo (Oldham Youth Zone) is a charity and a company limited by guarantee without share capital. Mahdlo is registered under the Companies Act 1985, registration number 06946098. The company is

governed by its Memorandum and Articles of Association, dated 27th June 2009. Management of the company's affairs is vested in the co-directors.

In the event of a winding-up, the present members and those who have ceased to be a member within one year of such an event have guaranteed the liabilities of the company to the sum not exceeding one pound each.

Organisational Structure

Mahdlo is governed by its board of Trustees which retains overall responsibility for the strategic direction and the policy of the organisation. The Trustees carry the ultimate responsibility for the conduct of Mahdlo and for ensuring that the charity satisfies its legal and contractual obligations.

The Board approves the strategic plan and annual Business Plan and scrutinises business performance including financial performance as well as providing advice to the Chief Executive on operational matters of importance.

A Chief Executive is appointed by the Board to manage the day-to-day operations. To facilitate effective operations the Chief Executive has delegated authority as approved by the Board for operational matters including finance, human resources and operational delivery allowing the Chief Executive to support the Board in developing and delivering strategy and ensuring the agreed Business Plan KPI's are met.

The senior management team has a range of qualifications and experiences including Accountancy, Youth Work, HR and Facilities management. The Board agreed the structure during annual Business Planning and are required to approve any substantial changes to the Senior Team.

All salaries are benchmarked by a retained independent HR specialist against other Youth Zones, Local Authority and the local labour market. The board agrees all pay increases as a result of cost of living during the Business Planning cycle. Any new post created at any level requires CEO, HR and Finance approval. Senior posts would be agreed by the Trustee with HR portfolio prior to presentation to Board.

All posts are subject to interview and are advertised internally and/or externally.

Mahdlo is part of the family of youth zones established by OnSide. We have a network agreement with OnSide which allows us to be part of a large, trusted youth organisation which has the ability to lobby government and access support from large funders and share best practice within the network. A representative of OnSide operates as a Trustee on the Mahdlo Board ensuring a strategic communications link exists between Mahdlo and OnSide.

The Board of Trustees

The Board comprises 11 Trustees including the Chair and a President. Individual Trustees hold portfolios relevant to their professional backgrounds and interests. These include Finance, Fundraising, HR, Safeguarding and Facilities management.

Trustees can be nominated for a fixed period of time. One third of the Directors will retire by rotation at each Annual General Meeting. Retiring Directors can be reappointed.

The Trustees meet on a monthly basis.

Recruitment and Appointment of Trustees

New trustees will be recruited according to the needs of the charity and the suitability of possible candidates. The unanimous approval of existing Trustees would lead to their appointment.

The Memorandum and Articles of Association state that the number of members shall have no maximum and shall not be less than three.

Full details of the rules are contained in the company's Memorandum and Articles of Association which may be inspected at the registered office.

Induction of Trustees

Newly appointed trustees are provided with a comprehensive induction to Mahdlo through the provision of in-house training. This includes key information about the organisation and its development, governance and safeguarding. The Board undertakes annual strategy reviews. Individual appraisals between Trustees, the Chair and Chief Executive have been implemented to develop Board capacity.

Financial Review

The statement of financial activities (page 12) shows total income to have reduced from £2.4m for FY2021 to £1.5m for FY2022, which is due to a reduction in donations received, although that has been partly offset by increases in delivery income and income from fundraising events. Further details of the various income sources can be found in notes 2 to 6 of the financial statements. Total expenditure has however increased by approximately £15k compared with FY2021 (note 7), resulting in a deficit for the year of £6.5k (2021: £881k surplus).

The balance sheet (page 13) shows a similar net assets position to last year, at approximately £6.7m, of which £5.6m are restricted funds and £1.1m unrestricted funds.

Risk Management

The Board fully accepts its responsibilities under the Charity Commission's Statement of Recommended Practice (SORP). The Trustees have considered the major risks to which the charity is exposed and are committed to ensuring these are effectively managed.

The Chief Executive and senior managers have undertaken comprehensive risk assessments and established risk registers from an organisational and operational perspective and have established suitable risk management and control procedures which are reviewed regularly by the Board.

Key risks to the organisation include Financial, Reputational, Regulatory and Operational.

The Risk Register is updated quarterly and reported to Board with major risks highlighted and control measures discussed. Comprehensive financial accounts including cash flow, I&E and the Balance sheet are reported to Board monthly.

The Key financial risks relate to funding shortfalls and uncontrolled expenditure. As with most charities, developing sustainable funding streams in order to deliver Mahdlo's objectives is of paramount importance. The overall strategy is to balance restricted funding from specific projects and grants with unrestricted funds primarily from Patrons, Donors and fundraising events. In the longer term, a key objective is to develop commercially viable income streams, which will underpin core delivery.

Expenditure is tightly managed with operational managers responsible for budgets relating to their operational responsibilities. Costs monitored and managed by the CEO and the senior management team using the organisations centralised staff management system.

Regulatory risk is the responsibility of the CEO, Finance manager and Facilities manager who manages Health and Safety and Fire and other statutory risk areas. The Board is appointed and reviewed within the context of Charities Commission guidelines, and new regulatory judgements will be reported to Board as required.

The key operational risks are managed through operational risk planning with a clear hierarchy of responsibility. Specific procedures exist to manage Safeguarding and Health and Safety.

Reserves Policy

The Board of Directors of Mahdlo has established a reserves policy, in compliance with which it will annually review both the sum it wishes to hold in reserve in the unrestricted budget and the basis for that figure. The Directors continually strive to manage the charity's finances so that an adequate level of reserves can be maintained in compliance with the reserves policy.

- Reserves to be maintained at a level which ensures that at least 3 months of the organisation's core activity could continue during a period of unforeseen difficulty.
- That these reserves are readily realisable unrestricted reserves and are in addition to funding the fixed assets.

This level of reserves has been agreed for the following reasons:

- To provide working capital to allow for retrospective funding and the associated time difference between expenditure and receipt of funds.
- Mahdlo's income sources (particularly the Patrons programme and fundraising activities) are vulnerable to changes in the economic situation and any notice period for loss of major donors could be relatively short.
- To support new service development to enable Mahdlo to be responsive to beneficiary needs and to facilitate improvements to the operational running of the organisation.
- To ensure that the building can be kept fully functional, well equipped and in a good state of repair and remains a major attraction and asset.
- To invest in staff and volunteer training and development to ensure quality of service delivery.
- To enable Mahdlo to meet its delivery commitments without interruption in times of economic hardship.
- To be seen as a responsible charity by the Charity Commission, our Funders, partners and the community that engage with Mahdlo.
- To avoid the creation or retention of unnecessary surpluses for which there is no planned requirement in line with the organisation's charitable aims.

Due to the type of funding Mahdlo can and is likely to access can take up to 6 months to secure, there is a need for a longer term policy to increase reserves to an appropriate amount of working capital to fund these time delays. This will be achieved by:

- Developing a funding strategy that enables forward planning of income generation including targets over and above immediate running costs.
- Prioritising fundraising activities and events and ensuring a continual focus on fundraising not just in times of need.
- Appropriate accounting, including building into budgets, accounts and reports a sum for depreciation.
- Building Mahdlo's reputation as a quality charity, worthy of support and investment.

This reserves policy will be reviewed by the Chief Executive and the Board on an annual basis. It is the intention to increase reserve levels incrementally toward 6 months as the organisation's activity grows.

Investment Policy

With having relatively low unrestricted reserves and a variable income stream, funds built up in advance of expenditure need to be reasonably liquid; however, some funds may be retained and invested for future use. To ensure such investments are safeguarded:

- any decision about investments will be made by the Board (potentially having taken professional advice) considering the suitability and diversification of investments, including investments in deposit accounts, to ensure that the failure of one investment or institution does not have a major impact on Mahdlo;

- investments will be made in line with Mahdlo's values and ethos;
- investment performance will be regularly reviewed;
- records will be maintained of all investments held (including details of all those sold or purchased) by the charity; and
- accounting controls will be fully implemented to ensure that all dividends or interest payments due are received and accounted for.

Key Achievements in 2021/2022

As we celebrate our 10th anniversary, we reflect on our achievements since opening and look ahead to the next ten years at Mahdlo Youth Zone and our aspirations for Oldham's young people.

Since opening our doors in 2012, Mahdlo Youth Zone has provided a world of opportunities and support for thousands of young people in Oldham. This year has been no exception. As we began to remobilise our services early in the year, we took the opportunity to step back and reflect, consult and engage to ensure we continued to meet the needs and wants of Oldham's community.

We were honoured to host Hope Hack, run by The Hope Collective, to unite young people, explore critical issues, and give them a voice in addressing those issues. Called *Changing the Conversation*, the Hack at Mahdlo Youth Zone saw a diverse range of young teenagers take to the stage to talk openly about their mental health in what was the second in a series of five initiatives staged in major cities around the UK. Following the Hack, Senior Zone member Molly was invited to 10 Downing Street to meet government policymakers and discuss these issues that formed part of a report authored by the Damilola Taylor Trust, UK Youth, NCS, 20/20 Change, OnSide, the Rio Ferdinand Foundation, and the London VRU.

The Snow Camp project enables young people to live experiences and receive opportunities that are not typically available. The opportunity to ski abroad is truly once in a lifetime and unique in terms of outcomes for a project. From the very start of the project, members were encouraged to mix with other youth zones and were challenged to look vulnerable in front of each other as they took their first steps onto the slope. The life skills portion of the project goes beyond skiing and snowboarding and helps young people identify the tools they have within them that will help them succeed in any walk of life, not just the snow sports arena. Young people are challenged to think about themselves in ways they may not have done before and can learn what their strengths are and where their areas are for development. Young people transition from complete beginners to having the confidence to teach others in less than a year. A transformation such as this gives our young people the belief that they can achieve big things if they apply themselves. They are more confident, self-aware, sociable and have gained many new skills. This year's residential after the programme was the first time our young people have been out of the country. Snow Camp has done wonders in broadening horizons and making our young people realise that the world is bigger than their local area.

At Northern Roots, a charity supported by Oldham Council and local businesses based at Alexandra Park, they're developing an urban farm and eco-park based on residents' vision across the borough. Mahdlo members aged as young as eight have been involved in the planning, design and development of areas of the site, including the new visitor centre, learning centre and location of walking trails. Their vision has meant a plan for the future has been submitted in a planning application, a plan that will be built for the community to enjoy for many years.

Opportunity doesn't always mean the chance to go somewhere or achieve something. For many young people being able to relax, have fun with their friends and try new things is an opportunity they don't get anywhere else. In 2021 we celebrated the new school year, Halloween, Christmas and more with parties. We held football, basketball and cricket competitions and invited young people to show their creativity in the performing arts with a musical performed for our valued Patrons.

Investing in another 10 years of youth work at Mahdlo.

When BBC Children in Need announced the first phase of the Department for Digital, Culture, Media and Sport's Youth Investment Fund for capital projects, we saw the opportunity to celebrate not only with

parties, balls and events but by celebrating one of our most significant assets: our building. More than 20,000 young people have set foot in our sports hall, and it was starting to look a bit tired. We consulted our members and visited other youth zones, and the answer was clear; our sports hall needed an update to bring it into 2022! Dynamik Sports Flooring laid a brand new light grey floor, paired with recently repainted walls; the sports hall is brighter, modern and accessible for young people for years to come. Along with new flooring throughout the building, a complete repaint focusing on our Get theme colours and a plan to refresh the cafe area following member feedback, the building is ready to provide opportunities until 2032 and beyond.

Every year, well-known entrepreneur Michael Josephson MBE hosts a charity ball, an event that's rapidly become one of the biggest and most glamorous fundraising galas on the Manchester calendar. 2021 saw Mahdlo chosen as one of four beneficiary charities, alongside Variety, Teenage Cancer Trust and fellow OnSide youth zone, Wigan Youth Zone. A quarter of a million pounds was raised on the night.

In July, more than 240 people completed the Three Peaks of Saddleworth Challenge, raising more than £15,000 for the charity. The event has been running since 2016, and the walk last year saw participants taking on Indian's Head, Pots and Pans and Wharmton Hill landmarks providing walkers with incredible views of Oldham and beyond.

Plans for the future

The board of trustees and the team have started to develop our business plan for 2023 – 2024, as well as identify priorities to take us to March 2023.

In order to continue to deliver a quality offer for the young people of Oldham, we will be further embedding outcomes in all activities and programmes that we offer. Youth workers will be able to support young people to recognise their achievements and identify how their new skill, knowledge or experience will be beneficial in life post-19.

Membership now stands at 2,746, which is more than the previous year. The team are striving to gain more members through various promotional activities. Within the business plan, we have made action plans to continue to increase membership and regular attendance, working towards pre-COVID statistics.

Over the next 18 months, there will be a focus on creating a workplace that has a culture of equity, equality, diversity and inclusion. We will also be working towards an employer-of-choice accreditation. In doing so, we are hoping to attract more people to work for Mahdlo to ensure we have a full staff complement.

In order to ensure financial sustainability, we have shifted our focus within fundraising to seek more patrons. We will continue to run our most impactful event as well as build on both our community fundraising and facility hire.

Trustees' Responsibilities

The charity's Trustees are responsible for preparing the Annual Report and financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice.

Company law requires the charity's Trustees to prepare financial statements for each financial year that give a true and fair view of the state of the charity's incoming resources and applications of resources during the year and of its state of affairs at the end of the year. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and

- Prepare the financial statements on the going concern basis unless it is inappropriate to assume the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving this report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Compliance with accounting standards

The Trustees confirm that the financial statements comply with current statutory requirements, the requirements of the Company's Memorandum and Articles of Association and the requirements of the Charities SORP (FRS102).

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and reporting by Charities and in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Directors on and signed on behalf of the board by:

Chris Wareing

Chair of the Board

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MAHDLO (OLDHAM YOUTH ZONE)

Opinion

We have audited the financial statements of Mahdlo (Oldham Youth Zone) for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, 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, 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 March 2022 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 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.

Opinions on other matter prescribed by the Companies Act 2006.

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MAHDLO (OLDHAM YOUTH ZONE) (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, 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 relating 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.

Auditor's 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 auditor's 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:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MAHDLO (OLDHAM YOUTH ZONE) (continued)

Based on our understanding of the charitable company, we identified that the principal risks of non-compliance related to those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and the Charities SORP (FRS 102). We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates. Appropriate audit procedures were performed to address those risks including testing journal entries and challenging assumptions and judgements made by management in their significant accounting estimates. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of our report

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

David Ducie (Senior statutory auditor)

For and on behalf of

Wrigley Partington

Chartered Accountants and

Statutory Auditor

Date :

Sterling House
501 Middleton Road
Chadderton
Oldham
OL9 9LY

Mahdlo (Oldham Youth Zone)

STATEMENT OF FINANCIAL ACTIVITIES

(Including income and expenditure account) : YEAR ENDED 31 MARCH 2022

		2022			2021		
	Note	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
INCOME							
Donations and legacies	2	653,433	67,749	721,182	962,582	633,343	1,595,925
Charitable activities:							
Delivery income	3	134,476	464,722	599,198	25,294	407,138	432,432
Other trading activities:							
Fundraising events	4	143,850	-	143,850	5,484	-	5,484
Investment income	5	69	-	69	157	-	157
Other income	6	43,394	-	43,394	345,699	500	346,199
Total incoming resources		975,222	532,471	1,507,693	1,339,216	1,040,981	2,380,197
EXPENDITURE							
Raising funds	7	77,058	-	77,058	78,631	-	78,631
Charitable activities:							
Youth projects and activities	7	740,439	670,719	1,411,158	433,819	953,690	1,387,509
Governance	7	25,991	-	25,991	32,946	-	32,946
Total expenditure	7	843,488	670,719	1,514,207	545,396	953,690	1,499,086
Net (outgoing) incoming resources before other recognised gains and losses		131,734	(138,248)	(6,514)	793,820	87,291	881,111
Other recognised gains and losses		-	-	-	-	-	-
Net movement in funds		131,734	(138,248)	(6,514)	793,820	87,291	881,111
Reconciliation of funds							
Total funds brought forward		940,238	5,775,046	6,715,284	146,418	5,687,755	5,834,173
Total funds carried forward	19	1,071,972	5,636,798	6,708,770	940,238	5,775,046	6,715,284

All incoming resources and resources expended are derived from continuing activities.

The accompanying notes are an integral part of this statement of financial activities.

Mahdlo (Oldham Youth Zone)

BALANCE SHEET : AS AT 31 MARCH 2022

	<i>Note</i>	2022 £	2021 £
FIXED ASSETS			
Tangible assets	12	5,713,656	5,884,656
Total fixed assets		<u>5,713,656</u>	<u>5,884,656</u>
CURRENT ASSETS			
Stock	13	-	-
Debtors	14	579,272	562,582
Cash at bank and in hand	15	678,016	675,897
Total current assets		<u>1,257,288</u>	<u>1,238,479</u>
LIABILITIES:			
Creditors falling due within one year	16	262,174	407,851
Net current assets		<u>995,114</u>	<u>830,628</u>
Net assets	20	<u>6,708,770</u>	<u>6,715,284</u>
THE FUNDS OF THE CHARITY			
<i>Restricted income funds</i>	19	5,636,798	5,775,046
Unrestricted funds	19	1,071,972	940,238
Total charity funds	19	<u>6,708,770</u>	<u>6,715,284</u>

These accounts have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the board on and signed on its behalf by

..... Trustee/Director

A Milnes

Registration number 06946098

The accompanying notes are an integral part of this balance sheet.

Mahdlo (Oldham Youth Zone)

STATEMENT OF CASH FLOWS : YEAR ENDED 31 MARCH 2022

	<i>Note</i>	2022 £	2021 £
Cash used in operating activities	24	<u>24,533</u>	<u>586,335</u>
Cash flows from investing activities			
Interest income		69	157
Purchase of tangible fixed assets		(22,483)	(244,823)
Sale of tangible fixed assets		-	11,620
Cash provided by (used in) investing activities		<u>(22,414)</u>	<u>(233,046)</u>
Increase/(decrease) in cash and cash equivalents in the year		2,119	353,289
Cash and cash equivalents at the beginning of the year		675,897	322,608
Total cash and cash equivalents at the end of the year		<u>678,016</u>	<u>675,897</u>

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Mahdlo (Oldham Youth Zone) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Company status

The charity is a company limited by guarantee. The members of the company are drawn from throughout Oldham's civic, business, education and training, and voluntary sector communities. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charity was incorporated in England and the address of its registered office is Egerton Street, Oldham, OL1 3SE.

c) Income recognition policies

Items of income are recognised and included in the accounts when the charity is legally entitled to the income, any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity, there is sufficient certainty that receipt of the income is considered probable and the amount can be measured reliably. The following specific policies apply to categories of income:

Grants for core funding, which do not impose performance related conditions, are recognised when received. Grants towards specific project costs are recognised based on the performance model, as the project is delivered.

Income relating to contracts is deferred where the services have only been partially performed at the year end.

Investment income is recognised on a receivable basis.

d) Donated services and facilities

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Pensions

The charity operates a defined contribution pension scheme. The annual contributions payable are charged to the SOFA in the year to which they relate. The assets of the scheme are held independently from those of the Charity.

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

1 Accounting policies continued

f) Resources expended

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 headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis (eg. number of employees or estimated usage). Expenditure is classified under the following activity headings:

- Costs of raising funds are those costs incurred in trading activities that raise funds.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services, and include both the direct costs and support costs relating to these activities.
- Governance costs, which are included within charitable activities, include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

g) Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

h) Operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred.

i) Tangible fixed assets and depreciation

Individual fixed assets costing £500 or more are capitalised at cost and depreciated over their useful economic lives as follows:

Long leasehold property	2% Straight line
Property building works	10% Straight line
Club equipment	33.3% Straight line
Office and electrical equipment	33.3% Straight line
Furniture and fittings	33.3% Straight line
Motor vehicles	25% Straight line

j) Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the trustees/directors in furtherance of the general objectives of the Charity and that have not been designated for other purposes.

Restricted funds are funds subject to restrictions imposed by the donor or by the specific terms of the appeal under which the funds are raised.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees/directors for particular purposes.

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

1 Accounting policies continued

k) Taxation

The company is a registered charity and as such is entitled to the exemption from tax to the extent that the income received falls within section 505 ICTA 1988 and section 256 CGTA 1992 and is applied to charitable purposes only.

l) Holiday pay

The holiday year end does not coincide with the financial year end and consequently, provision is made in the accounts for holidays accrued but not taken as at the end of the financial year.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

n) Cash at bank and in hand

Cash at bank and 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.

o) Creditors and provisions

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.

p) Assessment of going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern and the accounts have been drawn up on the going concern basis which assumes that the charity will continue in operation for the foreseeable future.

q) Financial instruments

The charity only has 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Mahdio (Oldham Youth Zone)

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £	Total 2021 £
2 Income from donations and legacies				
Patrons programme and donations	174,719	-	174,719	751,784
DCMS grant re: Community Match Challenge project	-	-	-	436,076
Gift Aid recoverable	-	-	-	8,065
Covid-19 support grants	178,714	-	178,714	-
BBC Children in Need grant	-	67,749	67,749	-
Local authority grants	300,000	-	300,000	400,000
	<u>653,433</u>	<u>67,749</u>	<u>721,182</u>	<u>1,595,925</u>
3 Income from charitable activities				
<i>Delivery income:</i>				
Performance related grants (project funding)	-	464,722	464,722	407,138
Service level agreements	13,342	-	13,342	12,800
Café and refreshments	28,300	-	28,300	(418)
Facility hire	62,055	-	62,055	6,904
Membership, fees and sale of goods	30,779	-	30,779	6,008
	<u>134,476</u>	<u>464,722</u>	<u>599,198</u>	<u>432,432</u>
4 Income from other trading activities				
Fundraising events	143,850	-	143,850	5,484
	<u>143,850</u>	<u>-</u>	<u>143,850</u>	<u>5,484</u>
5 Investment income				
Bank deposit interest	69	-	69	157
	<u>69</u>	<u>-</u>	<u>69</u>	<u>157</u>
6 Other Income				
Coronavirus job retention scheme grant	19,804	-	19,804	325,936
Staff secondment	13,820	-	13,820	-
Profit on fixed asset disposal	-	-	-	11,620
Other income	9,770	-	9,770	8,643
	<u>43,394</u>	<u>-</u>	<u>43,394</u>	<u>346,199</u>

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

7 Expenditure

	<u>Raising funds</u>	<u>Charitable activities</u>		Total 2022 £	Total 2021 £
		<u>Youth projects and activities</u>	<u>Governance</u>		
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
<i>Costs directly allocated to activities</i>					
Staff costs	55,924	743,779	-	799,703	898,812
Recruitment and employee costs	-	14,814	-	14,814	5,463
Rent and property costs	-	194,143	-	194,143	118,163
Stationery and administration	-	9,074	-	9,074	8,207
Printing, promotions, advertising and publicity	5,259	7,915	-	13,174	16,477
Telephone, data communication and computer	-	24,353	-	24,353	37,562
Professional services	-	-	-	-	-
Depreciation	-	174,135	-	174,135	136,742
Loss on fixed asset disposal	-	-	-	-	-
Project delivery costs	-	77,809	-	77,809	88,918
Catering	-	31,822	-	31,822	9,647
Bad debts	-	220	-	220	-
Fundraising	15,875	-	-	15,875	3,086
	<u>77,058</u>	<u>1,278,064</u>	<u>-</u>	<u>1,355,122</u>	<u>1,323,077</u>
<i>Support costs</i>					
Staff costs	-	66,960	16,791	83,751	114,539
Recruitment and employee costs	-	3,703	-	3,703	1,366
Rent and property costs	-	21,572	-	21,572	13,129
Stationery and administration	-	1,008	-	1,008	911
Telephone, data communication and computer	-	8,118	-	8,118	12,521
Professional services	-	8,519	-	8,519	8,226
Audit	-	-	9,200	9,200	8,800
Depreciation	-	19,348	-	19,348	15,194
Loss on fixed asset disposal	-	-	-	-	-
Bank charges	-	3,866	-	3,866	1,323
	<u>-</u>	<u>133,094</u>	<u>25,991</u>	<u>159,085</u>	<u>176,009</u>
Total expenditure	<u>77,058</u>	<u>1,411,158</u>	<u>25,991</u>	<u>1,514,207</u>	<u>1,499,086</u>

Support costs have been apportioned using numbers of people per area of activity, or on a basis which is considered consistent with the use of the resources.

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

8 Staff costs	Total 2022 £	Total 2021 £
Total staff emoluments for the year were as follows:		
Salaries	808,583	936,160
National Insurance	53,809	57,927
Pension	21,062	19,264
	<u>883,454</u>	<u>1,013,351</u>

9 Staff numbers

The average monthly head count was 63 staff (2021: 79) and the average monthly number of full-time equivalent employees during the year were as follows:

	2022 Number	2021 Number
Charitable activities	25	30
Generating funds	1	1
Administration and support	3	4
Governance	1	1
	<u>30</u>	<u>36</u>

No trustees were paid or reimbursed expenses during the year.

The company considers its key management personnel to comprise the trustees and the chief executive officer. The total employment benefits excluding employer pension contributions of the key management personnel were £54,427 (2021: £48,574).

No employee earned £60,000 per annum or more (2021: none)

10 Net movement in funds

	Total 2022 £	Total 2021 £
Net movement in funds is arrived at after charging /(crediting):		
Depreciation of tangible fixed assets - restricted	143,708	111,548
- unrestricted	49,775	40,387
Auditors remuneration:		
Audit of the financial statements	9,200	8,800
Operating lease rentals - Office equipment	3,541	4,214

11 Taxation

The company is a registered charity and no provision for taxation is considered necessary.

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

12 Tangible fixed assets

	Long leasehold property	Leasehold improve- ments	Club Equipment	Office & electrical Equipment	Furniture & fittings	Motor vehicles	Total
Cost							
At 1 April 2021	6,241,174	67,531	114,252	72,282	34,589	15,885	6,545,713
Additions	-	9,300	5,013	5,572	2,598	-	22,483
Disposals	-	-	-	-	-	-	-
At 31 March 2022	<u>6,241,174</u>	<u>76,831</u>	<u>119,265</u>	<u>77,854</u>	<u>37,187</u>	<u>15,885</u>	<u>6,568,196</u>
Depreciation							
At 1 April 2021	514,166	30,162	64,128	39,879	10,737	1,985	661,057
Charge for the period	124,823	5,988	27,354	20,299	11,048	3,971	193,483
Disposals	-	-	-	-	-	-	-
At 31 March 2022	<u>638,989</u>	<u>36,150</u>	<u>91,482</u>	<u>60,178</u>	<u>21,785</u>	<u>5,956</u>	<u>854,540</u>
Net Book Value							
At 31 March 2022	<u>5,602,185</u>	<u>40,681</u>	<u>27,783</u>	<u>17,676</u>	<u>15,402</u>	<u>9,929</u>	<u>5,713,656</u>
At 31 March 2021	<u>5,727,008</u>	<u>37,369</u>	<u>50,124</u>	<u>32,403</u>	<u>23,852</u>	<u>13,900</u>	<u>5,884,656</u>

13 Stock

Café and kitchen stock

2022
£

2021
£

-

-

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
14 Debtors		
Trade debtors	129,065	61,699
Other debtors	425,610	425,400
Prepayments	17,097	27,218
Accrued income	7,500	48,265
	<u>579,272</u>	<u>562,582</u>

Other debtors includes £425,400 held by The Mahdlo Endowment Trust, a separate charity, whose objects are to support the charitable work of Mahdlo (Oldham Youth Zone). Those monies can be requested back from the trust as and when required at short notice.

15 Cash at bank and in hand

Cash at bank	677,809	675,474
Cash in hand	207	423
	<u>678,016</u>	<u>675,897</u>

16 Creditors : amounts falling due within one year

Trade creditors	4,905	110,745
Other creditors	1,959	-
Accruals	84,307	130,871
Deferred income	171,003	166,235
	<u>262,174</u>	<u>407,851</u>

Movements on deferred income account:

Brought forward	166,235	193,130
Released	(166,235)	(193,130)
Income deferred in current year	171,003	166,235
	<u>171,003</u>	<u>166,235</u>

17 Operating lease commitments

	2022 £	2021 £
The total future minimum lease payments under non-cancellable operating leases are as follows:		
Office equipment leases which expire:		
within one year	577	224
between two and five years	4,796	8,690
in over five years	-	-
	<u>5,373</u>	<u>8,914</u>

18 Share capital

The company has no share capital, and the liability of members is limited by guarantee to £1 per member.

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

19 Analysis of charitable funds

Analysis of fund movements:

	At 1 April 2021 £	Incoming resources £	Resources expended £	Gains (losses) £	At 31 March 2022 £
Unrestricted funds:					
General fund	940,238	975,222	(843,488)	-	1,071,972
Restricted funds:					
Acquisition of property at Egerton Street, Oldham	3,695,697	-	(83,993)	-	3,611,704
Extension to property at Egerton Street, Oldham	2,026,297	-	(40,730)	-	1,985,567
Other fixed asset purchases	49,189	5,460	(17,881)	-	36,768
Fundraising event for purchase of new vehicle	3,863	-	(1,104)	-	2,759
Funding from BBC Children In Need towards new flooring and other costs	-	67,749	(67,749)	-	-
Grants for project delivery	-	454,008	(454,008)	-	-
Others	-	5,254	(5,254)	-	-
Total restricted funds	5,775,046	532,471	(670,719)	-	5,636,798
Total funds	6,715,284	1,507,693	(1,514,207)	-	6,708,770

20 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	76,858	-	5,636,798	5,713,656
Current assets	1,136,689	-	120,599	1,257,288
Current liabilities	(141,575)	-	(120,599)	(262,174)
Net assets 31 March 2022	1,071,972	-	5,636,798	6,708,770

21 Contingent liabilities

There is a contingent liability in connection with a grant relating to the charity's long leasehold property whereby if, during a period of 20 years from the date of the grant offer letter dated 26 February 2009, the charity shall be in breach of any of the grant conditions, the grant shall be repayable upon receipt of a written demand from The Secretary of State for Education. The amount of the grant was £4,994,577 and The Secretary of State for Education holds a legal charge over the charity's long leasehold property in respect of this potential liability.

Mahdlo (Oldham Youth Zone)**NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022****22 Pension fund**

The company operates a defined contribution pension scheme to which there is no commitment, the assets of which are held in a separately administered fund. Contributions to the pension scheme during the year amounted to £21,062 (2021: £19,264).

23 Related party transactions

During the year the charity received the following income from related parties without conditions:

	Donations Patrons programme & donations	Charitable activities Facility hire and other	Other trading activities Fundraising	Total
	£	£	£	£
North Ainley	-	327	1,410	1,737
Mr A Milnes (Trustee)	-	-	1,000	1,000
Mr T Flanagan (Trustee)	3,000	-	800	3,800
Mr M Flanagan	6,000	-	-	6,000
Greengate Metals Ltd	-	-	320	320
Bedspace Ltd	-	400	3,280	3,680
	<u>9,000</u>	<u>727</u>	<u>6,810</u>	<u>16,537</u>

Also during the year the charity purchased goods and services from the following related parties:

PSO Trading Ltd	<u>£12,974</u>
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At 31 March 2022 the following unsecured amounts were owed by related parties:

Bedspace Ltd	£3,000
North Ainley	£1,250
Mr A Milnes (Trustee)	£1,000
Mr T Flanagan (Trustee)	£800
The Mahdlo Endowment Trust	<u>£425,400</u>
	<u>£431,450</u>

Mr J Ainley, a trustee/director of the charity, is a partner in North Ainley Solicitors.
 Ms S Bolshaw, a trustee/director of the charity is a director of PSO Trading Ltd.
 Mr C Wareing is a trustee/director of the charity and a director of Bedspace Ltd.
 Mr M Flanagan is the son of Mr T Flanagan (Trustee)
 Mr L Walsh, a trustee/director is a director and shareholder of Greengate Metals Ltd
 The Mahdlo Endowment Trust is a separate charity, whose objects are to support the charitable work of Mahdlo (Oldham Youth Zone). Mr J Ainley and Mrs J M Barker, trustees of Mahdlo (Oldham Youth Zone), are also trustees of The Mahdlo Endowment Trust.

NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2022

24 Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	£	£
Net movement in funds	(6,514)	881,111
Add back depreciation charge	193,483	151,935
Add back (profit)/loss on fixed asset disposal	-	(11,620)
Deduct interest income shown in investing activities	(69)	(157)
Decrease/(increase) in stock	-	1,501
Decrease/(increase) in debtors	(16,690)	(422,336)
Increase/(decrease) in creditors	(145,677)	(14,099)
	<u>24,533</u>	<u>586,335</u>

Mahdlo (Oldham Youth Zone)

The following pages do not form part of the statutory accounts.

DETAILED INCOME AND EXPENDITURE ACCOUNT : YEAR ENDED 31 MARCH 2022

	<i>Note</i>	2022 £	2021 £
DONATIONS AND LEGACIES	2	653,433	1,595,925
INCOME FROM CHARITABLE ACTIVITIES	3	666,947	432,432
INCOME FROM OTHER TRADING ACTIVITIES	4	143,850	5,484
INVESTMENT INCOME	5	69	157
OTHER INCOME	6	43,394	346,199
		<u>1,507,693</u>	<u>2,380,197</u>
LESS EXPENDITURE :			
Staffing costs			
Salaries, NI and Pension Contributions	8	883,454	1,013,351
Freelance workers		-	-
		<u>883,454</u>	<u>1,013,351</u>
Premises costs			
Utilities		52,367	39,441
Waste management		3,307	2,276
Security		11,567	6,848
Repairs, maintenance and materials		93,431	40,865
Cleaning		36,916	23,553
Insurances		18,127	18,310
Loss on fixed asset disposal		-	-
Fixed assets depreciation		193,483	151,935
		<u>409,198</u>	<u>283,228</u>
Management costs			
Telephone		10,718	14,502
Computer costs		21,752	35,580
Professional fees		17,719	17,026
Bank charges		3,866	1,323
Bad debts		220	-
Licences and partnering arrangements		23,614	17,444
Staff recruitment, uniforms, travel and training		18,517	6,829
Marketing and communications		11,307	16,477
Administration		10,082	9,119
Patron programme/general events		1,867	-
Income generation events		15,154	2,374
Fundraising		721	712
		<u>135,537</u>	<u>121,386</u>
Delivery costs			
Weekly programme consumables		1,774	29,977
Celebration and promotion events		1,252	15,171
Volunteer expenses		54	90
Project delivery costs		48,293	23,513
Off site activity costs		2,823	2,723
Catering and retail supplies		31,822	9,647
		<u>86,018</u>	<u>81,121</u>
TOTAL EXPENDITURE		<u>1,514,207</u>	<u>1,499,086</u>
SURPLUS INCOME OVER EXPENDITURE		<u>(6,514)</u>	<u>881,111</u>