

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

**FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2024**

Company number: 06946098

Registered Charity Number: 1134427

**BK Plus Audit Limited**  
Chartered Certified Accountants  
Sterling House  
501 Middleton Road  
Chadderton  
Oldham  
OL9 9LY

**Mahdlo (OldhamYouth Zone)**

**CONTENTS**

---

	<u>Page No.</u>
Reference and Administrative Information	1
Trustees Report	2 - 8
Auditors Report	9 - 11
Statement of Financial Activities	12
Balance Sheet	13
Statement of Cash Flows	14
Notes to the Financial Statements	15 - 25

**Mahdlo (OldhamYouth Zone)**  
**Reference and Administrative Information**

---

**President:** Sir Norman Stoller CBE KStJ DL

**Trustees at date report approved:** Chris Wareing (Chair)  
John Ainley  
Fozia T Amin (appointed 30.05.23)  
Dave Benstead  
Philip Marsh  
Ann Ashton  
Janelle M Barker  
Paul Axon  
Terry Flanagan  
Jonathan Lloyd

**Other Trustees who served during year:** Andrew Milnes (resigned 22.02.24)

**Chief Executive:** Lucy Lees

**Registered Office:** Egerton Street  
Oldham  
OL1 3SE

**Business address:** Egerton Street  
Oldham  
OL1 3SE

**Auditors:** BK Plus Audit Limited  
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 2024**

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 31<sup>st</sup> March 2024. 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.

**Message from CEO, Lucy Lees**

As we reflect on the past twelve months, we are immensely proud of Mahdlo Youth Zone's achievements and the positive impact we have created within our community. Our commitment to supporting young people and their families remains stronger than ever, and this dedication has manifested through various initiatives and programs that alleviate pressures while opening doors for personal growth and development for all of the young people of Oldham.

**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 six 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.

### **Key Achievements in 2023/2024**

This past year, in response to the increasing challenges our community faces due to the rising cost of living, we introduced free membership, attendance, and hot meals for all members and their families throughout the winter months. By providing such essential support, we helped ease worries about basic needs, from hot meals to a safe and warm environment, as well as a trusted space where young people and families could share their concerns. The gratitude expressed by families affirmed the impact and necessity of this support, underscoring the importance of our role within the community.

Our commitment to empowering young people to explore their talents and passions continued to drive innovative programs. The "Artslam" events have become a highlight in Mahdlo's creative offerings, providing a vibrant platform for young artists and performers to showcase their skills. Our budding entrepreneurs also flourished, with some launching their own art shops, gaining valuable business skills in the process. Meanwhile, our sporting programs saw incredible success, particularly with our Senior Zone football team winning the OnSide Youth Zones Football League. England midfielder and Manchester United legend Paul Scholes celebrated their achievements by presenting medals and the league trophy, inspiring both our young women and Junior Zone members to form their own teams.

A significant highlight was the inspiring visit from Honorary Patron Professor Brian Cox CBE, who shared his knowledge of the universe with 1,100 young people from local schools and colleges. This event fostered a deep interest in science and discovery, with many young attendees describing it as a transformative experience.

These moments reflect just a few highlights from an outstanding year at Mahdlo. Each achievement is a testament to the collective efforts of our dedicated staff, volunteers, patrons, and, above all, our remarkable young people and their families. Together, we have built a supportive, safe, and thriving environment where young people are empowered to succeed and grow.

### **Key Statistics**

- Welcomed seven new patrons to Mahdlo.
- Beneficiary of the Michael Josephson MBE Ball for the third consecutive year.
- Continued council funding at £300k, reflecting our robust relationship with local government.
- 52,820 visits over the past year.
- 2,899 unique members.
- 25,000+ free meals provided.
- 280 young people with disabilities in attendance, comprising 10% of our membership.
- 1,211 members from BAME backgrounds.
- 40% increase in Family Zone attendance.
- Tracked 1,100 young people's journeys through monitored evaluation.

## **Impact**

### *Kayden's Journey to Confidence*

Since joining Mahdlo in April 2022, Kayden has transformed from a shy attendee to a confident leader and Mahdlo buddy. Initially struggling to connect, Kayden's passion for the arts helped him build friendships and a sense of purpose. By 2023, he had become a welcoming face in Holiday Zone, where he continues to help new members feel at ease.

### *Leon's Incredible 11-Year Journey*

Leon joined Mahdlo as a Junior Zone member in 2013 and has attended over 1,400 times since. He took on the role of Young Leader in 2022, where he volunteers and supports younger members with his passion for arts and creativity. As Leon's journey comes to a close in 2024, he leaves a legacy of positivity and mentorship for his peers and Mahdlo as a whole.

## **The coming year**

The upcoming year will bring exciting developments, as we strive to meet the evolving needs of Oldham's young people and families. We will continue to connect with our community, ensuring that Mahdlo's services remain responsive and accessible to all, especially those unable to reach our town center facilities. Raising awareness is a priority to make sure every young person knows the opportunities available to them through Mahdlo.

In an increasingly competitive funding landscape, Mahdlo is committed to showcasing its indispensable value to the community, while also expanding our pool of supporters. We are deeply grateful for our existing patrons and donors, and we aim to grow this base to ensure sustainable, wide-reaching support for the future.

Supporting our team remains a priority, as we continue to provide development and training opportunities to foster a culture of excellence.

## **Financial Review**

The statement of financial activities (page 12) shows an increase in total income, from £1.33m for FY2023 to £1.53m for FY2024. Details of the main income sources and the variances between the two years can be found in notes 2 to 6 of the financial statements. Total expenditure (note 7) has increased to £1.68m (FY2023: £1.65M), resulting in a deficit for the year of £151k compared with a deficit of £316k for FY2023. The effect of the deficit on the balance sheet (page 13) is that the charity's net assets have reduced from £6.39m as at 31 March 2023 to £6.24m as at 31 March 2024. Of that amount, £5.36m are restricted funds and £0.88m unrestricted.

## **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, which 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.
- Accounting controls will be fully implemented to ensure that all dividends or interest payments due are received and accounted for.

## **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 27<sup>th</sup> 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 an 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. 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. One third of the Directors will retire by rotation at each Annual General Meeting. Retiring Directors can be reappointed.

The Trustees meet on a bi-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.

### **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 bi-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 are monitored and managed by the CEO and the senior management team using the organisation's 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.

### **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 auditors 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 2024 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 2024 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](http://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.

**Dominic Huxley (Senior statutory auditor)**

**For and on behalf of**

**BK Plus Audit Limited**

Chartered Certified Accountants and  
Statutory Auditor

Sterling House  
501 Middleton Road  
Chadderton  
Oldham  
OL9 9LY

Date :

Mahdlo (Oldham Youth Zone)

**STATEMENT OF FINANCIAL ACTIVITIES**

(including income and expenditure account) : YEAR ENDED 31 MARCH 2024

		2024			2023		
	Note	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<b>INCOME</b>							
Donations and legacies	2	608,437	-	608,437	510,922	-	510,922
Charitable activities:							
Delivery income	3	209,663	488,440	698,103	193,340	389,884	583,224
Other trading activities:							
Fundraising events	4	214,577	-	214,577	229,035	-	229,035
Investment income	5	8,859	-	8,859	3,139	-	3,139
Other income	6	-	-	-	2,938	-	2,938
<b>Total incoming resources</b>		<b>1,041,536</b>	<b>488,440</b>	<b>1,529,976</b>	<b>939,374</b>	<b>389,884</b>	<b>1,329,258</b>
<b>EXPENDITURE</b>							
Raising funds	7	97,770	-	97,770	99,950	-	99,950
Charitable activities:							
Youth projects and activities	7	934,585	618,613	1,553,198	988,461	530,565	1,519,026
Governance	7	29,567	-	29,567	26,466	-	26,466
<b>Total expenditure</b>	<b>7</b>	<b>1,061,922</b>	<b>618,613</b>	<b>1,680,535</b>	<b>1,114,877</b>	<b>530,565</b>	<b>1,645,442</b>
<b>Net (outgoing) incoming resources before other recognised gains and losses</b>		<b>(20,386)</b>	<b>(130,173)</b>	<b>(150,559)</b>	<b>(175,503)</b>	<b>(140,681)</b>	<b>(316,184)</b>
<b>Other recognised gains and losses</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(20,386)</b>	<b>(130,173)</b>	<b>(150,559)</b>	<b>(175,503)</b>	<b>(140,681)</b>	<b>(316,184)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		896,469	5,496,117	6,392,586	1,071,972	5,636,798	6,708,770
<b>Total funds carried forward</b>	<b>19</b>	<b>876,083</b>	<b>5,365,944</b>	<b>6,242,027</b>	<b>896,469</b>	<b>5,496,117</b>	<b>6,392,586</b>

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 2024**

	<i>Note</i>	<b>2024</b> <b>£</b>	<b>2023</b> <b>£</b>
<b>FIXED ASSETS</b>			
Tangible assets	12	5,417,266	5,538,270
<b>Total fixed assets</b>		<u>5,417,266</u>	<u>5,538,270</u>
<b>CURRENT ASSETS</b>			
Stock	13	1,000	1,000
Debtors	14	566,760	564,424
Cash at bank and in hand	15	657,478	582,253
<b>Total current assets</b>		<u>1,225,238</u>	<u>1,147,677</u>
<b>LIABILITIES:</b>			
Creditors falling due within one year	16	400,477	293,361
<b>Net current assets</b>		<u>824,761</u>	<u>854,316</u>
<b>Net assets</b>	20	<u><b>6,242,027</b></u>	<u><b>6,392,586</b></u>
<b>THE FUNDS OF THE CHARITY</b>			
<i>Restricted income funds</i>	19	5,365,944	5,496,117
Unrestricted funds	19	876,083	896,469
<b>Total charity funds</b>	19	<u><b>6,242,027</b></u>	<u><b>6,392,586</b></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

**Chris Wareing**

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 2024**

	<i>Note</i>	<b>2024</b> <b>£</b>	<b>2023</b> <b>£</b>
<b>Cash used in operating activities</b>	24	<u>97,168</u>	<u>(93,912)</u>
<b>Cash flows from investing activities</b>			
Interest income		8,859	3,139
Purchase of tangible fixed assets		(30,802)	(4,990)
Sale of tangible fixed assets		-	-
<b>Cash provided by (used in) investing activities</b>		<u>(21,943)</u>	<u>(1,851)</u>
Increase/(decrease) in cash and cash equivalents in the year		75,225	(95,763)
Cash and cash equivalents at the beginning of the year		582,253	678,016
<b>Total cash and cash equivalents at the end of the year</b>		<u>657,478</u>	<u>582,253</u>



**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.

**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.

**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.

**NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2024**

	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £	Total 2023 £
<b>2 <u>Income from donations and legacies</u></b>				
Patrons programme and donations	229,020	-	229,020	187,042
Gift Aid recoverable	11,917	-	11,917	23,880
BP funding Onside	67,500	-	67,500	-
Local authority grants	300,000	-	300,000	300,000
	<u>608,437</u>	<u>-</u>	<u>608,437</u>	<u>510,922</u>
<b>3 <u>Income from charitable activities</u></b>				
<i>Delivery income:</i>				
Performance related grants (project funding)	12,935	488,440	501,375	404,065
Service level agreements	43,597	-	43,597	32,184
Café and refreshments	38,721	-	38,721	37,204
Facility hire	83,112	-	83,112	74,453
Membership, fees and sale of goods	31,298	-	31,298	35,318
	<u>209,663</u>	<u>488,440</u>	<u>698,103</u>	<u>583,224</u>
<b>4 <u>Income from other trading activities</u></b>				
Fundraising events	214,577	-	214,577	229,035
	<u>214,577</u>	<u>-</u>	<u>214,577</u>	<u>229,035</u>
<b>5 <u>Investment income</u></b>				
Bank deposit interest	8,859	-	8,859	3,139
	<u>8,859</u>	<u>-</u>	<u>8,859</u>	<u>3,139</u>
<b>6 <u>Other income</u></b>				
Staff secondment	-	-	-	-
Other income	-	-	-	2,938
	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,938</u>

**NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2024**

**7 Expenditure**

	<u>Raising funds</u>	<u>Charitable activities</u>		<b>Total 2024 £</b>	<b>Total 2023 £</b>
		Youth projects and activities £	Governance £		
<b>Costs directly allocated to activities</b>					
Staff costs	69,158	821,455	-	890,613	835,786
Recruitment and employee costs	-	11,610	-	11,610	11,652
Rent and property costs	-	179,782	-	179,782	220,387
Stationery and administration	-	20,927	-	20,927	21,034
Printing, promotions, advertising and publicity	6,130	1,696	-	7,826	3,862
Telephone, data communication and computer	-	27,537	-	27,537	33,431
Depreciation	-	136,625	-	136,625	162,338
Project delivery costs	-	143,173	-	143,173	131,025
Catering	-	35,793	-	35,793	29,535
Bad debts	-	(210)	-	(210)	170
Fundraising	22,482	-	-	22,482	38,584
	<u>97,770</u>	<u>1,378,388</u>	<u>-</u>	<u>1,476,158</u>	<u>1,487,804</u>
<b>Support costs</b>					
Staff costs	-	88,738	20,087	108,825	73,069
Recruitment and employee costs	-	2,902	-	2,902	2,913
Rent and property costs	-	19,976	-	19,976	24,487
Stationery and administration	-	2,325	-	2,325	2,337
Telephone, data communication and computer	-	9,179	-	9,179	11,144
Professional services	-	34,931	-	34,931	12,437
Audit	-	-	9,480	9,480	9,560
Depreciation	-	15,181	-	15,181	18,038
Bank charges	-	1,578	-	1,578	3,653
	<u>-</u>	<u>174,810</u>	<u>29,567</u>	<u>204,377</u>	<u>157,638</u>
<b>Total expenditure</b>	<u>97,770</u>	<u>1,553,198</u>	<u>29,567</u>	<u>1,680,535</u>	<u>1,645,442</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.

**Mahdlo (Oldham Youth Zone)**

**NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2024**

	Total 2024 £	Total 2023 £
<b>8 <u>Staff costs</u></b>		
Total staff emoluments for the year were as follows:		
Salaries	919,225	828,381
National Insurance	54,618	58,321
Pension	25,595	22,153
	<u>999,438</u>	<u>908,855</u>

**9 Staff numbers**

The average monthly head count was 67 staff (2023: 64) and the average monthly number of full-time equivalent employees during the year were as follows:

	2024 Number	2023 Number
Charitable activities	28	29
Generating funds	1	2
Administration and support	3	3
Governance	1	1
	<u>33</u>	<u>35</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 £43,317 (2023: £52,991).

No employee earned £60,000 per annum or more (2023: none)

**10 Net movement in funds**

	Total 2024 £	Total 2023 £
Net movement in funds is arrived at after charging /(crediting):		
Depreciation of tangible fixed assets - restricted	131,973	140,681
- unrestricted	19,833	39,695
Auditors remuneration:		
Audit of the financial statements	9,480	9,560
Operating lease rentals - Office equipment	3,825	5,308

**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 2024

12 Tangible fixed assets

	Long leasehold property	Leasehold improve- ments	Club Equipment	Office & electrical Equipment	Furniture & fittings	Motor vehicles	Total
<b>Cost</b>							
At 1 April 2023	6,241,174	76,831	120,225	81,884	37,187	15,885	6,573,186
Additions	-	12,859	13,258	4,685	-	-	30,802
Disposals	-	-	-	-	-	-	-
At 31 March 2024	<u>6,241,174</u>	<u>89,690</u>	<u>133,483</u>	<u>86,569</u>	<u>37,187</u>	<u>15,885</u>	<u>6,603,988</u>
<b>Depreciation</b>							
At 1 April 2023	763,813	42,215	114,662	72,452	31,847	9,927	1,034,916
Charge for the period	124,824	6,063	5,045	6,852	5,051	3,971	151,806
Disposals	-	-	-	-	-	-	-
At 31 March 2024	<u>888,637</u>	<u>48,278</u>	<u>119,707</u>	<u>79,304</u>	<u>36,898</u>	<u>13,898</u>	<u>1,186,722</u>
<b>Net Book Value</b>							
At 31 March 2024	<u>5,352,537</u>	<u>41,412</u>	<u>13,776</u>	<u>7,265</u>	<u>289</u>	<u>1,987</u>	<u>5,417,266</u>
At 31 March 2023	<u>5,477,361</u>	<u>34,616</u>	<u>5,563</u>	<u>9,432</u>	<u>5,340</u>	<u>5,958</u>	<u>5,538,270</u>

13 Stock

Café and kitchen stock

2024 £	2023 £
<u>1,000</u>	<u>1,000</u>

**Mahdlo (Oldham Youth Zone)**

**NOTES TO THE FINANCIAL STATEMENTS : YEAR ENDED 31 MARCH 2024**

	2024 £	2023 £
<b>14 Debtors</b>		
Trade debtors	112,734	98,088
Other debtors	425,400	425,400
Prepayments	27,151	40,936
Accrued income	1,475	-
	<u>566,760</u>	<u>564,424</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	657,410	581,643
Cash in hand	68	610
	<u>657,478</u>	<u>582,253</u>

**16 Creditors : amounts falling due within one year**

Trade creditors	131,840	80,008
Other creditors	5,842	5,671
Accruals	77,893	74,951
Deferred income	184,902	132,731
	<u>400,477</u>	<u>293,361</u>

Movements on deferred income account:

Brought forward	132,731	171,003
Released	(132,731)	(171,003)
Income deferred in current year	184,902	132,731
	<u>184,902</u>	<u>132,731</u>

**17 Operating lease commitments**

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

Office equipment leases which expire:

within one year	-	-
between two and five years	10,548	13,424
in over five years	-	-
	<u>10,548</u>	<u>13,424</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 2024**

**19 Analysis of charitable funds**

**Analysis of fund movements:**

	At 1 April 2023 £	Incoming resources £	Resources expended £	Gains (losses) £	At 31 March 2024 £
<b>Unrestricted funds:</b>					
General fund	896,469	1,041,536	(1,061,922)	-	876,083
<b>Restricted funds:</b>					
Acquisition of property at Egerton Street, Oldham	3,527,711	-	(83,993)	-	3,443,718
Extension to property at Egerton Street, Oldham	1,944,837	-	(40,730)	-	1,904,107
Other fixed asset purchases	21,914	1,800	(6,146)	-	17,568
Fundraising event for purchase of new vehicle	1,655	-	(1,104)	-	551
Grants for project delivery	-	476,866	(476,866)	-	-
Others	-	9,774	(9,774)	-	-
<b>Total restricted funds</b>	<b>5,496,117</b>	<b>488,440</b>	<b>(618,613)</b>	<b>-</b>	<b>5,365,944</b>
<b>Total funds</b>	<b>6,392,586</b>	<b>1,529,976</b>	<b>(1,680,535)</b>	<b>-</b>	<b>6,242,027</b>

**20 Analysis of net assets between funds**

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	51,322	-	5,365,944	5,417,266
Current assets	1,091,553	-	133,685	1,225,238
Current liabilities	(266,792)	-	(133,685)	(400,477)
Net assets 31 March 2024	876,083	-	5,365,944	6,242,027

**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 2024**

**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 £25,595 (2023: £22,153).

**23 Related party transactions**

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

	<b>Donations Patrons programme &amp; donations £</b>	<b>Charitable activities Facility hire and other £</b>	<b>Other trading activities Fundraising £</b>	<b>Total £</b>
North Ainley	2,590	427	250	3,267
Mr J Ainley (Trustee)	40	-	-	40
Mr J Lloyd (Trustee)	-	-	365	365
Mr T Flanagan (Trustee)	-	-	2,221	2,221
The Barker Foundation	25,000	-	-	25,000
Bedspace Resource Ltd	-	-	3,780	3,780
	<u>27,630</u>	<u>427</u>	<u>6,616</u>	<u>34,673</u>

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

PSO Trading Ltd	<u>£16,268</u>
-----------------	----------------

At 31 March 2024 the following unsecured amounts were owed by related parties:

Bedspace Resource Ltd	£3,330
The Mahdlo Endowment Trust	<u>£425,400</u>
	<u>£428,730</u>

At 31 March 2024 the following unsecured amounts were owed to related parties:

PSO Trading Ltd	<u>£6,973</u>
-----------------	---------------

Mrs J Barker, a trustee/director of the charity, is a trustee of The Barker Foundation.  
Mr J Ainley, a trustee/director of the charity, is a partner in North Ainley Solicitors.  
Mr P Axon, 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 Resources 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 2024**

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

	2024 £	2023 £
Net movement in funds	(150,559)	(316,184)
Add back depreciation charge	151,806	180,376
Deduct interest income shown in investing activities	(8,859)	(3,139)
Decrease/(increase) in stock	-	(1,000)
Decrease/(increase) in debtors	(2,336)	14,848
Increase/(decrease) in creditors	107,116	31,187
	<u>97,168</u>	<u>(93,912)</u>

**Mahdio (Oldham Youth Zone)**

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

**DETAILED INCOME AND EXPENDITURE ACCOUNT : YEAR ENDED 31 MARCH 2024**

	<i>Note</i>	<b>2024</b> £	<b>2023</b> £
<b>DONATIONS AND LEGACIES</b>	2	608,437	510,922
<b>INCOME FROM CHARITABLE ACTIVITIES</b>	3	698,103	583,224
<b>INCOME FROM OTHER TRADING ACTIVITIES</b>	4	214,577	229,035
<b>INVESTMENT INCOME</b>	5	8,859	3,139
<b>OTHER INCOME</b>	6	-	2,938
		<u>1,529,976</u>	<u>1,329,258</u>
<b>LESS EXPENDITURE :</b>			
<b>Staffing costs</b>			
Salaries, NI and Pension Contributions	8	999,438	908,855
Freelance workers		-	-
		<u>999,438</u>	<u>908,855</u>
<b>Premises costs</b>			
Utilities		81,332	119,509
Waste management		3,612	3,389
Security		3,564	4,442
Repairs, maintenance and materials		40,494	52,636
Cleaning		49,206	44,841
Insurances		21,550	20,058
Fixed assets depreciation		151,806	180,376
		<u>351,564</u>	<u>425,251</u>
<b>Management costs</b>			
Telephone		10,235	8,729
Computer costs		26,481	35,846
Professional fees		44,411	21,997
Bank charges		1,578	3,653
Bad debts		(210)	170
Licences and partnering arrangements		27,481	28,310
Staff recruitment, uniforms, travel and training		14,512	14,565
Marketing and communications		2,423	681
Administration		23,252	23,370
Patron programme/general events		5,403	3,181
Income generation events		21,750	36,296
Fundraising		732	2,288
		<u>178,048</u>	<u>179,086</u>
<b>Delivery costs</b>			
Weekly programme consumables		25,683	28,031
Celebration and promotion events		13,588	136
Volunteer expenses		220	376
Project delivery costs		74,633	71,647
Off site activity costs		1,568	2,525
Catering and retail supplies		35,793	29,535
		<u>151,485</u>	<u>132,250</u>
<b>TOTAL EXPENDITURE</b>		<u>1,680,535</u>	<u>1,645,442</u>
<b>SURPLUS INCOME OVER EXPENDITURE</b>		<u>(150,559)</u>	<u>(316,184)</u>