

Company no : 11309137  
Charity no : 1179712

**Empower Youth Zones**  
formerly Manchester Youth Zone - East

Trustees' Report and Financial Statements  
For the year ended 31 March 2023

THURSDAY



\*ACGG7YZ4\*

A30

16/11/2023

#3

COMPANIES HOUSE

**EMPOWER**  
MANCHESTER · SALFORD

**HIDE**  
OUT  
An **OnSide** Youth Zone

# **Empower Youth Zones**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

---

## **CONTENTS**

	Page
<b>TRUSTEES' REPORT</b>	
<b>1 WHO WE ARE</b>	<b>2</b>
<b>2 STRATEGIC REPORT</b>	
2.1 Objects and activities	3
2.2 Achievements during the period	3
2.3 Financial review	4
2.4 Risk Management	4
2.5 Principal Funding Sources and Fundraising Statement	4
2.6 Reserves Policy	5
2.7 Investment Policy	5
2.8 Future Plans & Covid Recovery	6
<b>3 GOVERNANCE</b>	
3.1 Reference and administrative details	7
3.2 Structure, governance and management	8
3.3 Volunteers' contribution	9
3.4 Public benefit	9
3.5 Statement of Trustees' responsibilities	10
<b>FINANCIAL STATEMENTS</b>	
<b>Independent auditor's report</b>	<b>11</b>
<b>Statement of financial activities</b>	<b>14</b>
<b>Balance sheet</b>	<b>15</b>
<b>Statement of cashflows</b>	<b>16</b>
<b>Notes to the financial statements</b>	<b>17</b>

### Trustees' Report and Financial Statements (including Strategic Report)

For the year ended 31 March 2023

---

The Trustees (who are also the Directors for the purpose of Company Law) have pleasure in presenting their annual report and the financial statements for the year ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the Charity.

#### 1 WHO WE ARE

Empower Youth Zones, operates purpose-built facilities for Manchester and Salford's young people aged 8 – 19, and up to 25 for those with additional needs.

The existing 'HideOut' Youth Zone site is located on Hyde Road in Gorton, Manchester and officially opened its doors in September 2020. A second youth zone operated by Empower is due to open in early 2025.

Empower Youth Zones is part of a network of similar independent youth organisations that all share the same principles, developed by the charity OnSide Youth Zones (Reg No: 1125893). The Youth Zones provide a safe environment, where young people can spend their leisure time, helping each young person to raise their aspirations as well as improve their physical and mental health. Up to 20 different activities will take place each night, including football, boxing, dancing, climbing, creative arts, music, drama and employability training – all for just 50p per visit!

**Our vision** is that Children and Young People in Manchester and Salford are inspired to lead healthy, happy, safe and successful lives.

**Our mission** is to ensure HideOut Youth Zone provides children and young people with somewhere safe to go, something positive to do and someone trusted to talk to.

To realise this vision, HideOut Youth Zone has worked towards 4 strategic goals in 2022/23:

1. **YOUNG PEOPLE** - Provide the highest-quality offer for all children and young people
2. **OUR PEOPLE** - Become an employer of choice for both existing and potential new employees
3. **SUSTAINABILITY** - Achieve longer term financial security which allows us to be ambitious and plan confidently into the future
4. **REPUTATION** - All stakeholders are aware of HideOut's vital impact and successes

**2 STRATEGIC REPORT****2.1 Objects and activities**

Empower Youth Zone's charitable objects are to help and educate children and young people resident in the Cities of Manchester, Salford and surrounding areas through their leisure time activities by promoting their full physical and spiritual potential in order that they may grow to maturity as individuals and active members of society and their conditions of life may improve.

**2.2 Achievements during the period**

**In 2022/23 the Charity's main achievements included:**

- Securing £16.3m towards a new Youth Zone in Salford. This will be the first time in the Onside Network that a single youth zone Charity will operate 2 youth zones. As a result, the Charity legally changed its name to Empower Youth Zones and the Charity Objects to include the City of Salford. The mix of Capital and Revenue funding was secured via existing major capital donor Fred Done, Salford City Council and the final capital funding was secured via the DCMS Youth Investment Fund.
- Growing our membership of children young people to over 6000, with over 3000 being active in the past 12 months. 44% of these identified as female vs 56% male. 18% identified as having additional needs. 90% are from the top 20% most deprived communities in the UK as per the IMD rankings (75% are in the top 10%).
- Providing on average over 400 meals per week with a total of just over 20,000 across the year. 45% of these meals were provided at no cost for some of our more vulnerable children and young people on free school meals.
- Launching as a Duke of Edinburgh licenced centre with 96 young people completing their Certificate of Achievement with 22 completing their full Bronze award.
- Growing our partnership offer in the year working with over 25 local partners across music, art, sports, employment and health. These partnerships continue to grow and enhance the offer and create further pathways for children and young people attending the Youth Zone.
- Facilitating 13 weeks of school holiday provision with over 41 Staff and Volunteers contributing to 65 activities, 2861 visits were recorded with over 4000 hot meals provided during the school holidays supported via 'Holiday Activity Fund' grants.
- Becoming a Real Living Wage Employer, launching a new, staff and volunteer recognition and Employee Assistance Programme.
- Being accredited as a 'Supporter' of the Greater Manchester Good Employment Charter to support our strategic aim of becoming an employer of choice.
- Providing 144 formal training opportunities to staff and volunteers, including a new young leaders programme.
- Winning our first ever 3 awards in 2022: The Duke of Edinburgh NW challenge Award, the Spirit of Manchester - Tackling Inequalities and promoting Diversity Award and the Manchester Be Proud Award - Organisation of the Year.
- Hosting our second Annual Patrons Dinner with over 90 patrons and supporters attending. The evening was completely led by young people from the MC/host, the catering, performances, tours, keynote speakers etc.

**Trustees' Report and Financial Statements (including Strategic Report)  
For the year ended 31 March 2023**

**2.3 Financial review**

**Financial summary**

A summary of the results is shown below :

	2023	2022
	£	£
Incoming resources	1,665,864	1,396,263
Outgoing resources	(1,419,706)	(1,125,338)
Net incoming resources (before investment gains and losses)	246,158	270,925

Income for the year was £1,665,864 (2022: £1,396,263). Patron income (including Gift Aid) for the year totalled £761,592 (2022: £744,493) and £200,000 (2022: £200,000) was received from Manchester City Council towards the ongoing running costs of the Charity. During the year £133,382 (2022: £151,062) was received in the form of Grants including £59,934 from the Holiday Activity and Food (HAF) programme to provide free meals and activity during holiday periods for young people on Free School Meals.

Expenditure for the year increased to £1,419,706 (2022: £1,125,338), with £849,669 (2022: £711,960) being spent on salaries. This was still less than the original budget due to vacancies. Utility costs increased to £102,229 (2022: £42,416).

At the end of the period Unrestricted Reserves were £3,636,050 (2022 - £3,483,287).

**2.4 Risk Management**

The Trustees have considered the major risks to which the Charity is exposed and have established suitable risk management and control procedures. At present the primary risks identified relate to:

- **Fundraising** - increasing the number of patrons and maintaining a high-quality stewardship experience with existing Patrons remains a high risk due to ongoing gaps in our Fundraising Team. The appointment of our new Director of Fundraising and Comms will help to mitigate this risk
- **Staffing and Operations** - relating to the recruitment, retention and development of key delivery staff and volunteers as well as operations

Regulatory Risk is the responsibility of the CEO, Business Admin Manager and Building and Facilities Manager who manage Health and Safety, Fire and other statutory risk areas. The CEO has developed a full risk register including mitigation and control measures which is shared regularly with the board.

**2.5 Principal Funding Sources and Fundraising Statement**

The Directors wish to record their thanks to Mr Fred Done and Manchester City Council (MCC) for their ongoing support to the Charity. The Directors also thank the following individuals and businesses who have also pledged to support the revenue campaign (in 2022/23); Transforming Lives, ANS Group, Paul Shannon, Godel Technologies, Theo Paphitis Foundation, Bruntwood, The JD Foundation, Beyond Corporate and the This Is Manchester Awards, Steve Malone and family, Robbie Hargreaves and family, One Manchester, Eric Wright, Together Money, AO Foundation, Mission Mars, Houlihan Lokey, David M Robinson Ltd, Anthony Morrow/Open Money, Lendlease, Penelope Cheshire Foundation, Onside Foundation, The Manchester Ball, Livingbridge, Inflexion, Equistone, ATP Group, Raheem Sterling Foundation, SIS, Zochonis Charitable Trust, Salford City Council.

The fundraising priority this year has continued to focus on Hideout's Patron Campaign but with a view to diversifying the income portfolio. To support this a philanthropy Manager and a Grants and Trusts Manager were recruited. A further priority was given to the Capital campaign for Salford Youth Zone. This campaign has now ended and the Founder Patron/Revenue campaign is due to launch in mid 2023. The Charity's Director of Fundraising and Communications works closely with the CEO and Chair of Empower Youth Zones to plan activity and monitor performance relating to this campaign through a Fundraising Sub Board Committee. Empower Youth Zones is registered with the Fundraising Regulator and complies with the Fundraising Code of Practise.

The Charity does not use external fundraisers and there have been no complaints made to the Charity about its fundraising methods.

**Trustees' Report and Financial Statements (including Strategic Report)  
For the year ended 31 March 2023**

---

**2.6 Reserves Policy**

The Board of Trustees of Empower Youth Zones has established a reserves policy which appropriately reflects the risks to which the Charity is exposed.

The current appropriate reserve range is determined by considering:

- The current level of planned expenditure and the contingencies highlighted below. The annual expenditure is currently circa £1.5m per annum. This will also create a level of reserves that could be invested to generate considerable amounts of annual income from these investment portfolios to reduce reliance on short term funding sources.
- Specific designated contingencies. The Trustees will consider various risks that will impact the appropriate level of reserves to hold, these currently include:
  - 'Year 4 risk' – As a new Youth Zone, many Founder Patrons have pledged a 4-year commitment with many of these initial commitments due to expire at the same time. While the Trustees hope that all Founder Patrons will continue their support, to recognise the risk that not all are able to in the current economic climate and to ensure there is time to secure replacement funding, the Trustees wish to hold a specific contingency related to this risk. This reserve is calculated as multiple of Founder Patrons that are due to renew each year, and this can be amended as Founder Patrons commit beyond their initial term, and/or as the risk of future non-commitment changes. The Trustees currently wish to hold a designated reserve of £500k against this risk, equating to 12 Founder Patron gifts of £25k, plus £200k in annual pledged support from the Local Authority.
  - Capital reserve – The Trustees appreciate that as a new Youth Zone the current capital equipment that is installed in the Youth Zone is of an excellent standard. In order to maintain that standard, the Trustees believe that a designated capital reserve should be held, to be called up to ensure that any equipment that is in need of repair or replacement can be done so on a timely basis and to the desired standard. The level of this reserve will be regularly reviewed. The Trustees currently feel that a designated capital reserve of £250k is appropriate.
- General contingency. The Trustees currently feel that a general reserve of £375k to cover a minimum of 3 months operating costs is appropriate.

Given the aforementioned reserve requirements, the Trustees believe that total reserves in a range of £1.5m to £4.125m is appropriate. This will be reviewed at least once per annum by the Trustees.

**2.7 Investment Policy**

Under the memorandum and articles of association, the charitable company has the power to make any investment which the Trustees see fit. Investments are made where required to further the aims and objects of the Charity.

In 2022/23 HideOut Youth Zone continued to hold investment portfolios totalling £2,559,216 with Brewin Dolphin and Goldentree Financial Services PLC. The Charity holds 3 investment portfolios across both organisations (2 with Brewin Dolphin and 1 with GoldenTree) and as at 31st March 2022 the value of the investment was £2,660,581.

### Trustees' Report and Financial Statements (including Strategic Report) For the year ended 31 March 2023

---

#### 2.8 Future Plans & Covid Recovery

Going into 2023/24 we have launched our new 3-year strategic plan which will see us continue to work towards our 4 strategic objectives:

**YOUNG PEOPLE** - Provide the highest-quality offer for all children and young people

We will:

- Build on our Duke of Edinburgh programme to offer certificates of achievement, bronze and silver awards.
- Maintain active membership of 2500 Young People.
- Deliver at least 9 weeks of school holiday provision during the day with up to 50 places offered free for those on FSM.
- Continue to work with local partners to maintain and integrated and engaging offer.
- Build on our strategic position with regards to local partnership and safeguarding forums.

**OUR PEOPLE** - Become an employer of choice for both existing and potential new employees

We will:

- Progress to a 'Member' of the GM Good Employment charter.
- Facilitate at least 2 all staff and volunteer values/development days.
- Celebrate and promote ourselves as a new Real Living Wage Employer.
- Transition all staff over to new salary PayScale and banding system.
- Offer at least 2 staff/volunteers a lever 2 youth work qualification.
- Support at east 2 staff to complete management training

**SUSTAINABILITY** - Achieve longer term financial security which allows us to be ambitious and plan confidently into the future

We will:

- Add capacity by recruiting to the existing Fundraising team to include, community, corporate and a Senior Philanthropy Manager.
- Establish a 3 year income generation strategy.
- Maintain and grow the current Patron supporter group.
- Launch the Founder Patron Campaign for Salford Youth Zone.
- Secure ongoing revenue commitment from Local Authority for a further 3 years minimum.

**REPUTATION** - All stakeholders are aware of HideOut's vital impact and successes

We will:

- Establish Youth-led communications and marketing which celebrates young people's successes & achievements.
- Secure 1-2 media opportunities each month.
- Plan and deliver at least 4 youth led campaigns that elevate their voices.
- Grow following, interactions and engagements across all social media platforms via targeted and generic communication campaigns.
- Secure 4-5 Award nominations.

#### **SALFORD YOUTH ZONE**

- Securing planning permission from the Local Authority to develop the youth zone in central Salford.
- Start development on site by Q3 2023.
- Establishing a young people's development group that will support the interior design of the centre, the brand development and naming, recruitment of the senior leadership team and act as ambassadors at public events.
- Launch Founder Patron revenue campaign in Q2 2023.

## 3 GOVERNANCE

### 3.1 Reference and administrative details

Empower Youth Zones was incorporated on 13 April 2018 (Company registration number: 11309137) as a company limited by guarantee and registered as a charity on 29 August 2018 (Charity registration number: 1179712).

#### Trading names

Empower Youth Zones  
HideOut Youth Zone  
Salford Youth Zone

#### Registered office

1 Queen's Avenue  
Manchester  
M12 5PX

#### Directors & Trustees

The Directors and Trustees of the Charity who served during the period and were:

J Whittaker	Chair
P Kirszanek	
T Pepper	
J Masraff	
P Medicott	
B Sheikh	
V Braddock	
J Atkins	

#### Chief Executive

A Farricker

#### Auditor

Michael Garrett FCA  
Xeinadin Audit Limited  
100 Barbirolli Square  
Manchester  
M2 3BD

**Web-site**     [www.hideoutyouthzone.org](http://www.hideoutyouthzone.org)

#### Bankers

Handelsbanken  
Manchester Spinningfields Branch  
4th Floor, 15 Quay Street  
Manchester  
M3 3HN

Barclays  
1 Churchill Place  
London  
E14 5HP



**3.2 Structure, governance and management*****Governing Document***

Empower Youth Zones is a company limited by guarantee without share capital and registered under the Companies Act 1985, registration number 11309137. The company is governed by its Memorandum and Articles of Association dated 21 March 2018 and updated in January 2023. Management of the company's affairs is vested in the Directors. It is a Charity registered with the Charity Commission on 29 August 2018.

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 ten pounds each.

***Recruitment and appointment of Trustees (Directors)***

The first Directors were the subscribers to the memorandum as notified to Companies House as the first Directors of the Charity. A person appointed as a Director thereupon becomes a Member of the Charity and a Director who ceases to hold office for any reason thereupon ceases to be a Member of the Charity. Directors have the power to appoint, by ordinary resolution, any person to be a Director who is willing to act as such. New Directors will be recruited according to the needs of the Charity and the suitability of possible candidates. A unanimous approval of existing Directors would lead to their appointment.

The Memorandum and Articles of Association states that the number of members (Directors) shall have no maximum and shall not be less than three. At the first Annual General Meeting all Directors must retire and seek re-election. At each subsequent Annual General Meeting one third of the Directors are required to retire by rotation and seek re-appointment if they wish to continue.

The Members of the Charity are its Directors for the time being and the only persons eligible to be Members of the Charity are its Directors.

Full details of the rules are contained in the company's Memorandum and Articles of Association, dated on incorporation on 21 March 2018, which may be inspected at the Empower Youth Zones registered office.

***Trustees induction and training***

All trustees receive a full induction and training inclusive of, safeguarding, risk management, fundraising, role of a trustee and sustainability ahead of formal appointment. All key policies, the organisation structure and articles of association are shared. Training and development needs are reviewed at least annually and as and when any trustees are appointed or resign.

***Organisational Structure***

Empower Youth Zones is governed by its Trustee Board which is responsible for setting the strategic direction of the organisation and the policy of the Charity. The Trustees carry the ultimate responsibility for the conduct of Empower Youth Zones and for ensuring that the Charity satisfies its legal and contractual obligations. Trustees meet approximately every two months and may delegate the implementation of their decisions or day-to-day operation of the organisation to senior management, any employee of the Charity, person or committee as they see fit. Any committee must include at least one Trustee. The Trustee Board is independent from management.

Decisions are determined by a simple majority of votes. In the case of an equality of votes the Chairman of the meeting has the casting vote.

***Related party transactions***

Transactions with related parties are disclosed in note 15 to the financial statements and in accordance with paragraph 163 of the SORP (Accounting and reporting by charities: Statement of Recommended Practice (SORP 2005)).

**Trustees' Report and Financial Statements (including Strategic Report)  
For the year ended 31 March 2023**

---

***Remuneration Policy***

The Directors consider the board of Directors, who are the Charity's trustees, and the senior management team comprise the key management personnel of the Youth Zone in charge of directing and controlling, running and operating the Charity on a day-to-day basis. All Directors give of their time freely and no Director received remuneration in the year. Details of Directors' expenses and related party transactions are disclosed in Note 18 to the accounts.

The pay of the full staff team is reviewed annually and, if financial resources allow, normally increased in accordance with projected Government inflation rates taking into account CPI and RPI. In view of the nature of the charity, the Directors benchmark against pay levels in other similar charities in the voluntary sector, as well as across the OnSide Youth Zone Network.

**3.3 Volunteers' contribution**

Throughout the period all members of the Board of Trustees made invaluable voluntary contributions to the Charity's work in terms of governance, professional and business experience, financial planning, fundraising and leading initiatives across the project. Such contributions were, on average, equivalent to two full days each calendar month. 15 registered volunteers have been trained, inducted and active within the period providing on average 150 hours of volunteering per month.

**3.4 Public benefit**

All the activities of the Charity (as summarised above) were undertaken to further its charitable purposes for public benefit. The provision of a high-quality, centrally located facility for young people responds to a clear, ongoing demand from young people, parents and wider communities for more and better places for young people to go. Although providing a service to all young people, Empower Youth Zones will focus on attendance and participation by young members of disadvantaged communities who will be able to enjoy affordable access to all the opportunities that the facilities will provide. This will lead to improved achievements and enhanced aspirations amongst young members of the local community. They will be happier, healthier and make more constructive use of their leisure time which consequently will help reduce nuisance and anti-social behaviour. Longer term public benefits will include improved health, reduced crime, enhanced learning and employability and greater community cohesion.

**Trustees' Report and Financial Statements (including Strategic Report)  
For the year ended 31 March 2023**

---

**3.5 Statement of Trustees' responsibilities**

The Trustees (who are also the Directors of Empower Youth Zones for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the Charity's auditor is unaware; and
- The Trustees, having made enquiries of fellow Directors and the Charity's 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**

In accordance with section 414C(11) of the Companies Act 2006 (Strategic Report and Directors Report) Regulations 2013, the company has prepared a strategic report, which includes information that would previously been included in the Trustees' Report.

The financial statements comply with current statutory requirements, the company's Memorandum and Articles of Association and the Charities SORP.

**Auditors**

A proposal to reappoint Xeinadin Audit Limited as auditor of the Charity will be put to the Annual General Meeting.

The Trustees Report, including the Strategic Report, was approved and was signed on behalf of the Trustees by :



J Whittaker  
Chair, Company Director and Trustee

Date : 20 September 2023

**Independent Auditor's Report to the Members  
For the year ended 31 March 2023**

---

We have audited the financial statements of Empower Youth Zones (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, 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 Financial Reporting Standard 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 2023 and of its income and expenditure, for the period 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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

**Other information**

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

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters 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 company law purposes, 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.

**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 Trustees' report.

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

- the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements; or
- the Charitable Company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit; 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' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 11, 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**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:

**Identifying and assessing potential risks related to irregularities**

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

- The nature of the industry and sector, control environment and business performance including the Charitable Company's remuneration policies;
- Results of the enquiries of management about their own identification and assessment of the risks of irregularities;
- Any matters we have identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

**Independent Auditor's Report to the Members (continued)**  
**For the year ended 31 March 2023**

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: income recognition. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Charitable Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, Health and Safety Laws and Environmental Regulations.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

**Audit response to risks identified**

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://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 Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Garrett (Senior Statutory Auditor)  
For and on behalf of Xeinadin Audit Limited  
100 Barbirolli Square  
Manchester  
M2 3BD

Date : 20 September 2023

**Statement of Financial Activities (including Income and Expenditure Report)**  
**For the year ended 31 March 2023**

	Note	Unrestricted 2023 £	Restricted 2023 £	TOTAL 2023 £	TOTAL 2022 £
<b>INCOME FROM</b>					
- Donations and legacies	3	1,336,996	68,000	1,404,996	1,181,968
- Charitable activities	4	197,598	-	197,598	159,199
- Investments	5	63,270	-	63,270	55,096
<b>Total income</b>		<b>1,597,864</b>	<b>68,000</b>	<b>1,665,864</b>	<b>1,396,263</b>
<b>EXPENDITURE</b>					
<i>Expenditure on Charitable Activities</i>					
- Operating costs	6	1,300,443	112,623	1,413,066	1,118,838
- Governance costs		6,640	-	6,640	6,500
<b>Total Expenditure</b>		<b>1,307,083</b>	<b>112,623</b>	<b>1,419,706</b>	<b>1,125,338</b>
<b>Net income (expenditure) before gains on Investments</b>		<b>290,781</b>	<b>(44,623)</b>	<b>246,158</b>	<b>270,925</b>
Net (losses) gains on investments	13	(138,018)	-	(138,018)	(5,102)
<b>Net income (expenditure)</b>	7	<b>152,763</b>	<b>(44,623)</b>	<b>108,140</b>	<b>265,823</b>
Fund balance at 31 March 2022		3,483,287	6,331,950	9,815,237	9,549,414
<b>Fund balance at 31 March 2023</b>	16	<b>3,636,050</b>	<b>6,287,327</b>	<b>9,923,377</b>	<b>9,815,237</b>

The statement of financial activities includes all gains and losses in the period.

All income and expenditure derive from continuing activities.

**Empower Youth Zones**

Page 15

Balance Sheet  
As at 31 March 2023

Company no : 11309137  
Charity no : 1179712

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	11	6,842,016	6,289,134
<b>Current assets</b>			
Stock		2,384	1,723
Debtors	14	62,371	83,130
Investments	13	2,559,216	2,660,581
Cash at bank and in hand		1,862,283	820,445
Short term deposits		58,068	93,210
		4,544,322	3,659,089
<b>Creditors : amounts falling due within one year</b>	15	(1,462,961)	(132,986)
<b>Net current assets</b>		3,081,361	3,526,103
<b>Net assets</b>		9,923,377	9,815,237
<b>FUNDS</b>			
Unrestricted funds	17	3,636,050	3,483,287
Restricted funds	17	6,287,327	6,331,950
		9,923,377	9,815,237

The financial statements on pages 14 to 22 were approved and authorised for issue by the Board of Trustees and signed on its behalf by:



J Whittaker  
Chair, Company Director and Trustee

Date : 20 September 2023



**Empower Youth Zones**

Page 16

**Statement of Cashflows  
For the year ended 31 March 2023**

	2023 £	2022 £
<b>Cash flow from operating activities</b>	<b>1,645,584</b>	<b>300,369</b>
<b>Cash flow from investing activities</b>		
Interest received	8,824	76
Investment income	54,446	55,020
Purchase of investments	(1,131,415)	(750,000)
Disposal of investments	1,094,762	93,210
Payments to acquire tangible fixed assets	(665,505)	(63,918)
<b>Increase (decrease) in cash and cash equivalents</b>	<b>1,006,696</b>	<b>(365,243)</b>
<b>Cash and cash equivalents at 1 April 2022</b>	<b>913,655</b>	<b>1,278,898</b>
<b>Cash and cash equivalents at 31 March 2023</b>	<b>1,920,351</b>	<b>913,655</b>
<b>Cash and cash equivalents consists of:</b>		
Short term deposits	58,068	93,210
Cash at bank and in hand	1,862,283	820,445
	<b>1,920,351</b>	<b>913,655</b>
<b>Reconciliation of net income to net cash flow from operating activities</b>	<b>2023 £</b>	<b>2022 £</b>
Net income for the year	108,140	265,823
Depreciation	112,623	111,912
Losses / (gains) on investments	138,018	5,102
Investment income	(63,270)	(55,096)
(Increase) / decrease in stock	(661)	194
Decrease / (increase) in debtors	20,759	(40,427)
Increase in creditors	1,329,975	12,861
<b>Net cash flow from operating activities</b>	<b>1,645,584</b>	<b>300,369</b>

**Notes to the Financial Statements  
For the year ended 31 March 2023**

---

**1 General information**

Empower Youth Zone, formerly known as Manchester Youth Zone - East, is a charitable company limited by guarantee in the United Kingdom. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activities are to build, deliver and sustain Youth Zones in East Manchester and Salford.

The Charity constitutes a public benefit entity as defined by FRS 102. 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 Standards applicable in the UK and Republic of Ireland (FRS 102) issued 16 July 2014, the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

**2 Accounting policies****i. Basis of preparation**

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the Charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**ii. Funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**iii. Income recognition**

All income is included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Investment income represents amounts receivable in respect of the period. Accrued income is recognised on investments up to the balance sheet date.

Grants in connection with the job retention scheme are recognised in the period to which the underlying staff costs relate to.

**iv. Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred.

**Charitable expenditure**

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

**Governance costs**

Governance costs 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.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

**Notes to the Financial Statements**  
**For the year ended 31 March 2023**

**v. Tangible fixed assets**

Fixed assets costing more than £250 are capitalised and included on the balance sheet at cost. These reflect the initial planning and development costs of the asset under construction.

Fixed assets are depreciated so as to write off the cost or valuation, less anticipated residual value, over their anticipated useful lives, subject to annual review, as follows:

Leasehold property	0.8% based on a lease of 125 years
Fixtures and fittings	25% reducing balance
Computer equipment	33% straight line
Gym equipment	20% straight line
Catering equipment	33% straight line
Plant & machinery	25% reducing balance

**vi. Investments**

Listed investments are shown at market value at the balance sheet date.

**vii. Debtors and creditors receivable/payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

**viii. Tax**

The Charity is an exempt Charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

**ix. Going concern**

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

**x. Pensions**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

<b>3 Income from Donations and Legacies</b>	<b>Unrestricted 2023 £</b>	<b>Restricted 2023 £</b>	<b>TOTAL 2023 £</b>	<b>TOTAL 2022 £</b>
Donations - capital	73,628	68,000	141,628	-
Donations - other	132,092	-	132,092	86,416
Grants, trusts & foundations	133,382	-	133,382	151,062
OnSide Foundation - DCMS Community Matched Funding	30	-	30	-
Local Authority	200,000	-	200,000	200,000
Founder patrons	761,592	-	761,592	684,493
Gift Aid	36,272	-	36,272	60,000
	<b>1,336,996</b>	<b>68,000</b>	<b>1,404,996</b>	<b>1,181,968</b>

## Empower Youth Zones

Page 19

### Notes to the Financial Statements For the year ended 31 March 2023

<b>4 Income from Charitable Activities</b>	<b>Unrestricted 2023 £</b>	<b>Restricted 2023 £</b>	<b>TOTAL 2023 £</b>	<b>TOTAL 2022 £</b>
Young People's activity sessions	110,985	-	110,985	96,497
Facility hire	86,613	-	86,613	62,702
	<b>197,598</b>	<b>-</b>	<b>197,598</b>	<b>159,199</b>
<b>5 Investment Income</b>	<b>Unrestricted 2023 £</b>	<b>Restricted 2023 £</b>	<b>TOTAL 2023 £</b>	<b>TOTAL 2022 £</b>
Bank interest received	8,824	-	8,824	76
Income from investments	54,446	-	54,446	55,020
	<b>63,270</b>	<b>-</b>	<b>63,270</b>	<b>55,096</b>
<b>6 Operating costs</b>	<b>Unrestricted 2023 £</b>	<b>Restricted 2023 £</b>	<b>TOTAL 2023 £</b>	<b>TOTAL 2022 £</b>
Staff wages & salaries	849,699	-	849,699	711,960
Staff travel expenses	1,493	-	1,493	611
Freelance and Agency staff	5,532	-	5,532	5,024
Fundraising & Events	6,910	-	6,910	4,553
Staff and Volunteers DBS checks	1,535	-	1,535	1,040
Staff Uniform	1,643	-	1,643	3,339
Telephone	1,931	-	1,931	2,220
Stationery	3,582	-	3,582	3,683
Hospitality	1,342	-	1,342	1,111
Computer costs	29,683	-	29,683	26,717
Office supplies	33,035	-	33,035	2,628
Fee to OnSide	25,000	-	25,000	21,000
Sundry Expenses	3,893	-	3,893	1,620
Insurance	17,585	-	17,585	18,100
Marketing costs	4,811	-	4,811	3,198
Legal & professional	16,982	-	16,982	28,585
Licences	5,313	-	5,313	2,205
Training	8,585	-	8,585	3,187
Trips and Residentials	4,602	-	4,602	-
Youth Work costs	37,362	-	37,362	26,051
Catering Supplies	44,536	-	44,536	37,366
Catering Equipment	160	-	160	393
Recruitment	20,438	-	20,438	16,175
Premises Costs	173,735	-	173,735	84,890
Depreciation	-	112,623	112,623	111,912
Bank charges	1,056	-	1,056	1,270
	<b>1,300,443</b>	<b>112,623</b>	<b>1,413,066</b>	<b>1,118,838</b>

**Notes to the Financial Statements  
For the year ended 31 March 2023**

<b>7 Net income (expenditure)</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Net income / movement in funds is stated after charging :		
Depreciation	<b>112,623</b>	111,912
Audit Fee	<b>6,640</b>	6,500

**8 Taxation**

Empower Youth Zone is a registered Charity. All the company's income is applied to its charitable objectives and the Company is therefore exempt under current legislation from most forms of taxation.

<b>9 Staff costs and numbers</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages	<b>789,439</b>	665,790
Social security	<b>48,473</b>	36,469
Pensions	<b>11,787</b>	9,701
	<b>849,699</b>	711,960

The emoluments of one member of staff including benefits but excluding employer pension costs fell within the range from £60,000 - £70,000. (2022 - Nil).

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
Average number of employees	<b>58</b>	62

The aggregate remuneration of the Key Management Personnel, comprising the Chief Executive, Business Administration Manager, Head of Youth Work & Head of Fundraising was £166,100 (2022: £191,858)

**10 Trustee remuneration and expenses**

Expenses of £14 have been paid to the Trustees during this period (2022: Nil)

<b>11 Tangible fixed assets</b>	<i>Leasehold Land &amp; Buildings</i>	<i>Computer Equipment</i>	<i>Fixtures &amp; Equipment</i>	<i>Motor Vehicles</i>	<b>TOTAL</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 April 2022	6,150,841	61,692	249,944	10,000	6,472,477
Additions	665,505	-	-	-	665,505
Disposals	-	-	-	-	-
At 31 March 2023	<b>6,816,346</b>	<b>61,692</b>	<b>249,944</b>	<b>10,000</b>	<b>7,137,982</b>
<b>Depreciation</b>					
At 1 April 2022	77,805	37,257	66,611	1,670	183,343
Charge for the year	49,207	19,929	41,483	2,004	112,623
Disposals	-	-	-	-	-
At 31 March 2023	<b>127,012</b>	<b>57,186</b>	<b>108,094</b>	<b>3,674</b>	<b>295,966</b>
<b>Net book value</b>					
At 31 March 2023	<b>6,689,334</b>	<b>4,506</b>	<b>141,850</b>	<b>6,326</b>	<b>6,842,016</b>
At 1 April 2022	<b>6,073,036</b>	<b>24,435</b>	<b>183,333</b>	<b>8,330</b>	<b>6,289,134</b>

## Empower Youth Zones

Page 21

### Notes to the Financial Statements For the year ended 31 March 2023

<b>12 Capital commitments</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Contracted for	-	201,714

<b>13 Investments</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
The Charity has invested surplus funds as follows:		
Interest bearing deposits	500,000	500,000
Listed investments	2,059,216	2,160,581
	<b>2,559,216</b>	<b>2,660,581</b>

	Interest bearing deposits £	Listed investments £	2023 TOTAL £	2022 £
At 1 April 2022	500,000	2,160,581	2,660,581	2,008,893
Additions	-	1,131,415	1,131,415	750,000
Disposals		(1,094,762)	(1,094,762)	(93,210)
Change in market value	-	(138,018)	(138,018)	(5,102)
<b>At 31 March 2023</b>	<b>500,000</b>	<b>2,059,216</b>	<b>2,559,216</b>	<b>2,660,581</b>

<b>14 Debtors</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade debtors	16,401	13,336
Prepayments and accrued income	45,970	69,794
	<b>62,371</b>	<b>83,130</b>

<b>15 Creditors : amounts falling due within one year</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	73,316	47,677
Other creditors	79,914	68,966
Accruals	53,731	16,343
Deferred income	1,256,000	-
	<b>1,462,961</b>	<b>132,986</b>

<b>16 Movement in funds</b>				
The movement in funds for the year is as follows:	<i>Opening Balance</i>	<i>Income</i>	<i>Expenditure</i>	<i>Closing Balance</i>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted Funds	3,483,287	1,459,846	(1,307,083)	3,636,050
Restricted funds - fixed assets	6,331,950	68,000	(112,623)	6,287,327
	6,331,950	68,000	(112,623)	6,287,327
	9,815,237	1,527,846	(1,419,706)	9,923,377

All of the fixed assets restricted funds represent amounts received for the construction and development of the new Youth Zone facilities.

**Notes to the Financial Statements**  
**For the year ended 31 March 2023**

**16 Movement in funds (continued)**

The movement in funds for the prior year is as follows:

	<i>Opening Balance</i>	<i>Income</i>	<i>Expenditure</i>	<i>Closing Balance</i>
	£	£	£	£
Unrestricted Funds	3,149,482	1,344,603	(1,010,798)	3,483,287
Restricted funds	6,399,932	46,558	(114,540)	6,331,950
	<b>9,549,414</b>	<b>1,391,161</b>	<b>(1,125,338)</b>	<b>9,815,237</b>

**17 Analysis of net assets between funds**

	<i>Unrestricted funds 2023</i>	<i>Restricted funds 2023</i>	<i>Total funds 2023</i>	<i>Total funds 2022</i>
	£	£	£	£
Tangible fixed assets	-	6,842,016	6,842,016	6,289,134
Net current assets	3,636,050	(554,689)	3,081,361	3,526,103
	<b>3,636,050</b>	<b>6,287,327</b>	<b>9,923,377</b>	<b>9,815,237</b>

  

	<i>Unrestricted funds 2022</i>	<i>Restricted funds 2022</i>	<i>Total funds 2022</i>	<i>Total funds 2021</i>
	£	£	£	£
Tangible fixed assets	-	6,289,134	6,289,134	6,337,128
Net current assets	3,483,287	42,816	3,526,103	3,212,286
	<b>3,483,287</b>	<b>6,331,950</b>	<b>9,815,237</b>	<b>9,549,414</b>

**18 Related party transactions**

There were no Related Party transactions during the year (2022: Nil)

**19 Control**

There is no ultimate controlling party.