



**MOTTO “To Brighten Young Lives and Make Good Citizens”**

Salford Lads’ Club was established in 1903 as a purpose built club for boys. It was the last and largest of 21 clubs in Greater Manchester independently funded by local companies to provide positive alternatives to teenage street gangs in the poorest areas. Founded by James Grimble Groves and William Grimble Groves of the Groves and Whitnall brewing empire and officially opened by Lord Baden Powell, the Club has continued to provide this key facility for more than 119 years and is now considered to be the ‘finest example of a pre First World War club surviving and operating today’. The Groves family have continued their involvement in the club with Anthony Groves taking over from his father Jeremy as President in 2003. The club opened to girls in 1994.

# Salford Lads’ and Girls’ Club

## Annual Report and Financial Statements

### 1st September 2021 – 31st August 2022

Charity registration number: 521315

## Contents

Report of the trustees for the year ending 31 <sup>st</sup> August 2022.....	4
Our purposes and activities .....	10
Achievements and performance .....	12
Young people .....	12
Heritage.....	12
Building improvements.....	12
Cultural significance.....	13
Fundraising.....	15
Our volunteers .....	16
Financial review .....	17
Income .....	17
Expenditure.....	18
Reserves policy and going concern .....	18
Plans for future periods .....	20
Reference and administrative details.....	22
Trustees.....	22
Structure, Governance and Management .....	23
Governing document.....	23
Appointment of trustees .....	23
Trustees' responsibilities in relation to the financial statements.....	23
Statement as to disclosure to our independent examiner .....	23
Independent Examiner's Report on the Accounts .....	24
Salford Lads' and Girls' Club Statement of Financial Activities.....	26
Salford Lads' and Girls' Club Balance Sheet .....	27
Notes on the accounts.....	28
1 Accounting policies .....	28
2 Legal status of the charity .....	31
3 Financial performance of the charity .....	31
4 Income from grants .....	32
5 Income from donations and legacies .....	32
6 Trustee remuneration and expenses .....	32
7 Staff costs and professional fees .....	33
8 Staff numbers.....	33
9 Related party transactions.....	33
10 Government grants.....	33

11 Corporation taxation .....	33
12 Tangible fixed assets.....	34
13 Investments .....	34
14 Stock.....	34
15 Debtors .....	34
16 Creditors: amounts falling due within one year.....	34
17 Contingent assets – legacy income .....	34
18 Deferred income .....	35
19 Creditors: amounts falling due after more than one year.....	35
20 Analysis of charitable funds.....	36
21 Analysis of net assets between funds .....	36
22 Financial instruments .....	37
23 Post-balance sheet events.....	37
24 Reconciliation of net movement in funds to net cash flow from operating activities.....	37

## Report of the trustees for the year ending 31<sup>st</sup> August 2022

The trustees are pleased to present their annual report together with the financial statements of the charity for the year ending 31st August 2022. The financial statements comply with the Charities Act 2022, and 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) (second edition – October 2019).

September 2021 was the start of our first post-covid season and all our weekly young people's groups and visitor open days have been able to operate for the whole 12 months.

The total number of young people attending our sessions has risen from 160 to 230 per week with the largest increases being boys and girls aged 10-13. It shows that young people are choosing to take part in real activities after 18 months of severe restrictions on their lives. To cater for these increases we made major changes to the delivery of the groups, splitting up the lads' club sessions into juniors under 12 and seniors over 12.



We also followed this pattern with the return to our annual camping holiday and we held two lads' club camps at Ormside in the Lake District in May 2022. In October 2022 we held our first ever girls' club camp. We are extremely grateful to the Zochonis Trust for funding the 3 camps and to the GM Youth Federation for support with accommodation and staff to deliver a range of adventurous activities from abseiling to kayaking.

The largest increase has also been in the Tuesday night girls' club which is supported by Salford Youth Service, and in girls' football which has taken place on Saturday mornings throughout the year. The success of the girls' football has been down to a group of young women volunteers who started last summer and to the growing interest in women's football with the achievements of the England lionesses over the past few years.





Football is still the most popular sport and we now have 5 teams taking part in league competitions as well as a weekly evening training sessions with up to 90 boys. In May we held an end of season event attended by over 120 boys, parents and coaching staff.

Over the year our team of 35 volunteers continue to support our young people's sessions, weekly open days and special events alongside our paid staff and sessional workers.



We worked with Foundation 92 to offer Easter and summer holiday sessions as part of the national scheme supporting young people and families. Besides sports and arts sessions the programme included free snacks and meals.



Young people took part in visits to see a game at Salford City and visit the National Football Museum. The girls' club trip to see Les Miserables at the Lowry theatre which had been postponed from May 2020 finally took place in April 2022.

We brought in a touring theatre company "Story Magic" who performed 2 shows of a panto in January for over 80 club members and families from the New Barracks co-operative. We had to offer this to limited numbers with social distancing between seats but this was a great success and we have already booked performances for next year for more people to enjoy.





Reopening after an 18-month gap has brought back visitors and visiting groups as well as special fundraising events. We have had less international visitors, but the picture is slowly changing and we hope to return to pre-pandemic levels of visitors over the next 2 or 3 years.



Visiting groups this year included two groups of young people from Ardoyne Youth Club, Belfast which continues a link we set up in 2018. We had visits by Friends of Salford Museums, historical tours by guide Emma Fox looking at the history of Scuttler gangs, and tours by guide Jonathan Schofield looking at the club's and the area's heritage. We also had a visit by Sheffield University students looking at the club as an example of restoring and improving an important historic cultural building.



Arden School of Theatre worked with us for two weeks creating three site-specific performances and we linked with the Lowry and Home to put on a dance event for the Submerge festival.



We welcomed back the annual 'Moz army' event, the first in 3 years, and visitors came from all over Europe, North and South America and from Japan and Australia.





Our 'North' fundraising campaign has been supported by many cultural figures in the region and we hosted events with the Mayor of Greater Manchester Andy Burnham and Ricky Tomlinson, and also linked the 'North' campaign to book launches here by Shaun Ryder and Tim Burgess. We welcomed the Archbishop of York and the Bishop of Manchester to the club who also modelled our 'The North' t-shirts!



We offered opportunities to local young musician John Denton aged 13 (pictured here with Max aged 15 from USA) and he performed short sets for music visitors to the club, organised by Manchester Music Tours.







Weddings planned to take place during the pandemic eventually took place this year and we were able to host 4 more ceremonies. We have 4 rooms licenced for wedding ceremonies – the Concert Hall, the Band Room which overlooks the Concert Hall, the Senior Games Room, and of course, our famous Smiths Room! We have partnered with Salford Community Leisure to help us facilitate the ceremonies, drawing on their experience in managing weddings at Ordsall Hall. As well as being a great source of fundraising for the club, we hope this will make a lot of music fans very happy!



We would like to thank Beaverbrooks Charity for offering support for 3 years which is an important source of funding during very difficult times for many small charities like ourselves.

We would also like to thank Peter Done and Peninsula for supporting our HR processes in the year, this is proving hugely important to us as although we are a very small team we still need to ensure that our staff/volunteer processes are robust and compliant with employment legislation.


We were successful with a Cultural Recovery Fund for Heritage grant from DCMS recognising the broad range of cultural heritage that we support. This enabled us to pay our core costs and staff costs during a 3 month period to March 2022. It has enabled us to purchase stage lighting and PA equipment for our concert hall. The grant also included funding to improve wi-fi around the whole building and to build our capacity for events and visitors. From March we added an additional weekly open day on Wednesdays to cater for visitors to the city for midweek music and sports events and this is already proving to be popular.

Work on our building during the year included the rebuilding and restoring of the oriel window in the billiards room including the decorative lead flashing above the dome of the structure, and we are grateful to the Zochonis Trust for funding this important work. We have also installed additional exterior lighting with a grant from Salford City Council Standing Together fund.





With continued cuts to mainstream services, and the unprecedented impact of the Covid-19 pandemic, we are very grateful to all of the organisations and individuals who have contributed to our fundraising in the year - whether by making a donation, by buying our merchandise, attending an event or hiring our venue – enabling us to offer this broad and varied programme to inspire young people.

Signed  \_\_\_\_\_

Name **ANTHONY GROVES** \_\_\_\_\_, on behalf of the trustees

1 March 2023

## Our purposes and activities

*To brighten  
young lives and  
make good  
citizens*

*To provide a safe  
environment for  
local young  
people*

*To extend  
opportunities in  
sports and arts  
for young people*

*To become the  
central archive of  
the lads club  
movement in  
Salford*

*To become the  
centre for visitors  
tracing the routes  
of Salford's music  
and cultural life*

*To develop a  
sustainable  
fundraising  
model*

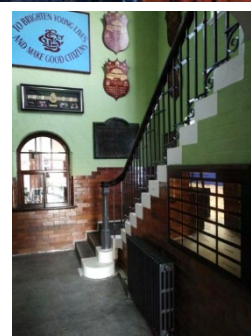
*To become the  
focal point for  
community activity  
and regeneration in  
the area*

*To improve and restore  
the facilities inside and  
outside the building and  
make the building sound  
for the next generation  
of young people*

In setting our objectives and planning our activities we have given careful consideration to the Charity Commission's public benefit guidance.

The strategies employed to achieve our aims and objectives are to:

- provide a safe, structured environment for young people via regular scheduled sessions at the club, for designated age groups
- provide sports, arts and educational activities and opportunities for young people through the club's scheduled sessions and through additional programmes such as the football teams, annual camp and other trips
- invigilate and preserve the club's archives; be creative in the ways we invite members of the public to engage with the club's architectural and social heritage (for example our Wall of Names)
- provide a warm and friendly welcome to visitors; maintain our 'Smiths Room' and our famous frontage/sign as key attractions for the thousands of music fans who visit the club each year
- improve the club's financial sustainability by tapping further into self-generated income streams such as merchandise sales and venue hire (now licenced for weddings too!), as well as appealing for donations and grant funding to support us in the good work that we do
- provide affordable facilities for community groups to hold meetings and events
- continue to be 'responsible caretakers' of our Grade 2 listed building, carrying out maintenance and repairs that preserve the building's heritage whilst also allowing it to be a usable space for today's needs





## Achievements and performance

### Young people

September 2021 was the start of our first post-covid season and all our weekly young people's groups and visitor open days have been able to operate for the whole 12 months.

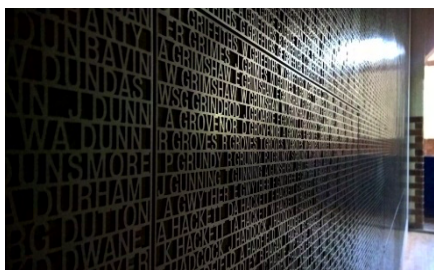
The total number of young people attending our sessions has risen from 160 to 230 per week with the largest increases being boys and girls aged 10-13. It shows that young people are choosing to take part in real activities after 18 months of severe restrictions on their lives. To cater for these increases we made major changes to the delivery of the groups, splitting up the lads' club sessions into juniors under 12 and seniors over 12.



The largest increase has also been in the Tuesday night girls' club, and in girls' football which has taken place on Saturday mornings throughout the year.

Football is still the most popular sport and we now have 5 teams taking part in league competitions as well as a weekly evening training sessions with up to 90 boys.

### Heritage



We're again welcoming visitors interested in our grade 2 listed building and the club's history and legacy, such as relatives of previous club members tracing their roots, local history groups, youth groups, and college and university groups.



### Building improvements

Work on our building during the year included the rebuilding and restoring of the oriel window in the billiards room including the decorative lead flashing above the dome of the structure, and we are grateful to the Zochonis Trust for funding this important work. We have also installed additional exterior lighting with a grant from Salford City Council Standing Together fund.



## Cultural significance

Reopening after an 18-month gap has brought back visitors and visiting groups as well as special fundraising events. We have had less international visitors, but the picture is slowly changing and we hope to return to pre-pandemic levels of visitors over the next 2 or 3 years.

We are open on Saturdays and Wednesdays between 11am and 2pm for music/heritage fans (or anyone with an interest to look around the club) to call in and enjoy a free tour, cup of tea, a browse through our merchandise, and a friendly chat with our volunteers.



We continue to have good links with Manchester Music Tours, founded by the late Craig Gill of the Inspiral Carpets. The club remains the flagship site for many music and cultural tourists to the city.

The building continues to attract TV, radio, film and fashion shoots.

The list of organisations and agencies who want to build links with the club continues to grow and we offer visits/tours and opportunities to primary schools, secondary schools, colleges and universities as well as adult groups. Much of this comes from the breadth of events and activities that we have taken part in over the past 15 years and the increasing recognition of the club as the last original pre-WW1 lads club still operating in England. The club is also considered of national importance as the 3<sup>rd</sup> most visited music tourism site in the UK.



We are proud to be Salford's leading music-pilgrimage location, and enjoy welcoming visitors to our city and to the north west.

A group of music fans from Buenos Aires on a visit August 2019

As at 31<sup>st</sup> August 2022 we had approximately...



7900  
Twitter  
followers  
(+600)



8700  
Facebook  
followers  
(+900)



4800  
Instagram  
followers  
(+1300)



## Fundraising

Our team of volunteers who welcome visitors to the club every Saturday and Wednesday are the backbone of our fundraising, and the sales and donations from these weekly sessions continue to rise. Many of our volunteers are former club members and they have a wealth of knowledge of the club, the city and more likely The Hollies, than The Smiths!



Three of our volunteers help with a photo promotion of our new t-shirt, and music fans from Japan and Brazil model the shirt.

We are also pleased to have supporters from around the world who continue to make regular donations. Many of these are music fans, some are regular visitors, others have visited a couple of times. We also have supporters from the US and Japan who have never visited but have built up a long-term link supporting the club for many years. In the UK, Chris Blay who originally contacted us to offer us a merch stall at a gig at the Ritz in Manchester, has continued to help raise funds each year.

After the obligatory pause on such events due to covid, we welcomed the return of fundraising events in October 2021 – the first being an event with Tim Burgess and Dave Haslam in-conversation, and the second with Shaun Ryder and John Robb. Both of these events ran smoothly and helped us raise valuable income – many thanks to our volunteer Events Committee for ensuring compliancy with the covid restrictions that were in force at the time and making these events safe and fun for all involved.

Following these two events we also hosted a panto for young members and local families in January 2022, 'Jack and the Beanstalk'; followed by an 'in-conversation' event with Andy Burnham and Ricky Tomlinson, and a dance performance and workshop with Submerge in March 2022. We welcomed young Salford musician John Denton for two performances in our Smiths Room in April and July, and of course the annual Moz Army visit in April too.

All these events help raise the profile of the club which helps increase visitors and has a knock-on effect with sales of our SLC merchandise from our weekly open days and online via our website.

## Our volunteers

The club relies on its dedicated and highly valued volunteer base. At present there are approximately 35 volunteers who regularly give their time and energy to the club. Several of the volunteers are 'old boys', who became members of the club as youngsters and have stayed involved throughout their adult lives, often introducing their children and grandchildren to the club to continue in their footsteps.

Our oldest such 'old boys' are Archie Swift and Eric Salthouse (pictured), who have over 140 years of club membership between them, and still regularly help out with the young people's activity sessions (albeit with less running around on their part these days).



*6000 volunteer hours*

*given each year to  
facilitate activity sessions  
for young people and  
annual club camps*

*2000 volunteer hours*

*given each year to run our  
weekly fundraising open  
days, helping to generate  
25% of annual income*

*Over 600 collective years of club  
volunteering between our  
trustees and current volunteers*

*Queen's Award for  
Volunteering awarded  
to the club in 2016*

*Archie Swift awarded MBE  
in 2006 for his lifetime of  
voluntary work at the club*



## Financial review

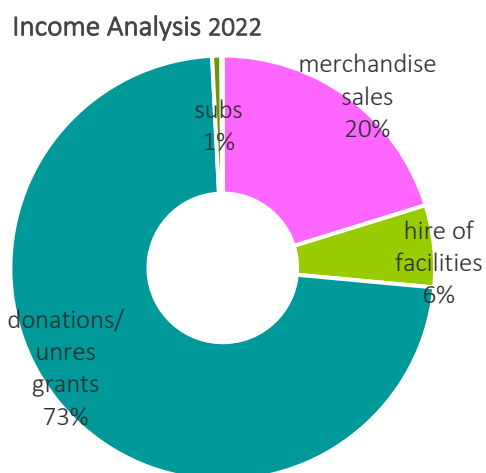
This financial year began as we were just starting to edge our way out of the Covid-19 pandemic, and therefore continued to present the club with many challenges. Our normal channels of income via visitors (donations, merchandise sales etc) and facilities hire were still hugely affected by the pandemic discouraging/preventing people from visiting and travelling, and we had to continue to find alternative ways to engage with our audience and try and keep income streams flowing.

We found that as soon as we re-started our young people's sessions in September 2021 that the number of young people wanting to attend the sessions was very high; clearly the lockdowns and restrictions had been taking their toll on young people and we were very happy that the club was again able to offer a safe space for these young people to play, take part in sports and activities, and no less importantly socialise with one another once again.

After two years of hiatus due to the pandemic we also knew it was incredibly important to re-start our annual camping trips for our young members as soon as we could. For some local youngsters the club camp is their only holiday, this was even more evident coming out of lockdown as we were. However as with many things the cost of providing such a trip had risen, so we knew this would be an impact to our annual costs.

As were other rising costs – additional cleaning and safety measures, staff costs, utility costs, and insurance costs amongst many others. (Some of which have of course continued to rise astronomically throughout 2022 and into 2023.)

### Income



Grants and donations represented a significant portion of our income for the year. Thanks to our tireless efforts to continue to promote the club despite the covid-related reduction in visitors, we managed to keep merchandise sales income up through online sales, and our facilities hire income was bolstered by the four weddings that we were able to host in the year.

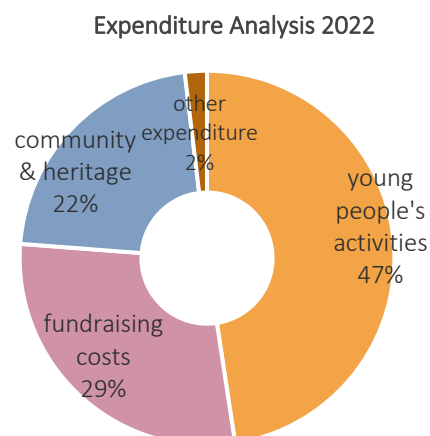
Our main grant income in the year came from the Heritage Fund – which enabled us to make extremely important investments in upgraded wi-fi across the whole building, stage lighting and PA equipment for our concert hall. Also from the Zochonis Charitable Trust which funded our camping trips as well as much-needed building repairs; UK Youth/Hans Rausing, and the GMCA ARIS/Standing Together fund.

We also gratefully received donations from Beaverbrooks, 'in-kind' HR support from Peninsula, donations from various visitors and supporters of the club, plus a very generous legacy gift from a former member. Also our Trustee and President Anthony Groves and wife Zoe raised over £5,000 by running the Swaledale marathon!



## Expenditure

Whilst our young people's activities are still run mainly by volunteers, due to the increase in numbers of young people attending we needed to bring in additional paid sessional workers, plus we introduced a new paid role of Youth Services Coordinator from March 2022. Whilst most activities are delivered in our own building, the increased number of football teams meant increased costs for outdoor pitch hire and equipment. Also the increased cost of providing camping trips – this time due to numbers we split the lads camp into a junior camp and a senior camp. Activity costs were therefore considerably higher this year than previously.



Whilst we had some additional staff costs as mentioned above, overall, staff costs are kept as low as possible thanks to the many hours that our volunteers contribute.

Gas and electricity prices have of course been increasing considerably. By the end of the financial year these were approximately two to three times more than the previous year, and of course have continued to rise even more since. Insurance has gone up, as have supplier costs for our fundraising merchandise and other general costs such as cleaning supplies and consumables. We are of course making every effort to economise, whilst maintaining a safe environment for our members, visitors, staff and volunteers.

Depreciation relates mainly to the significant building improvement capital works (funded by Sport England) undertaken in 2014-2016.

## Reserves policy and going concern

Reserves are maintained at a level that enables us to manage financial risk and short-term income volatility whilst ensuring continuity of service for our young members. We aim to keep 6-12 months' worth of reserves in order to achieve the following:

- To ensure continuity of service for our young members (commitment to staff costs, building and other overhead costs etc).
- To allow for increased beneficiary need (to allow us to expand upon our delivery to young people if the need arises – as it has been doing post-covid – such as increased numbers of young people/increased number and range of sessions provided).
- To fund normal short-term cash deficits (e.g. buying merchandise stock and canteen stock in bulk before the income on this is realised).
- To bridge the gap between securing each new grant funding (applying for funding is an ongoing activity, it is typical that each successful application takes several months from starting to apply to receiving the funds, and not all applications are successful!)

Basically past experience has led us to aim for keeping 6-12 months of operating costs in reserves. This has proven to be the best way to enable us to operate effectively. Due to the nature of our

organisation, having anything less than 6 months' worth puts the organisation at risk (e.g. having very little cash at the bank might mean we couldn't invest in more merchandise stock due to prioritising wages, which would then mean later down the line we bring in less sales income, and therefore less overall income to cover staffing costs etc.) Trying to have anything more than 12 months' worth we feel is unnecessary, and therefore a funding horizon of around 9 months (min 6 max 12) we consider a proven sensible basis for our reserves policy.

As at the 2022 year end we had £131k of unrestricted general reserves, equivalent to approximately 9 months' of expenditure as per the above policy.

## Plans for future periods

The main financial focus of the trustees and management committee is the ongoing sustainability of the club.

We are continuing to invest time and effort into building upon our self-generated income streams such as merchandise sales and venue hire. We have continued to develop our own brand 'Salford Lads Club' (that we trademarked in 2016), and are expanding our range of merchandise and exploring opportunities to bring this to market.

Now that we are free of covid restrictions, we plan to continue putting on several fundraising events each year, such as concerts, talks, record fairs etc. These generate income for the club through merchandise sales, 'pop-up' bar sales, hire fees and donations – and of course help to raise the profile of the club, leading on to more and more such events and other opportunities.

We also look forward to hosting more wedding ceremonies at the club, in partnership with Salford Community Leisure. Although we obtained a licence in 2019, due to the pandemic we were not able to host the first ceremony until May 2021. We have however since then hosted several weddings and look forward to welcoming more couples in the future. We envisage this becoming a valuable income source to the club.

In 2023 we plan to apply for a permanent premises licence for the club, to make it easier to host these fundraising events and the weddings, as well as for putting on performances and shows (such as a Christmas panto) for local young people.

We intend to continue developing these ventures into providing training and potentially employment opportunities for our young members - for example in shop sales, stock management, bookkeeping, customer service and visitor interaction, organising and setting up events. Links with schools, colleges and universities are also important strands to continue developing alongside working with Salford agencies like Salford CVS, Salford Community Leisure and the Salford Youth Alliance.

We used the covid-enforced closed period in a positive way, by taking the time to step back and fully analyse what we are, who we are, and what we want to be, as a club, going forward. We are continuing to re-assess the club's internal structures, processes and procedures – improving, streamlining and modernising, in order to get the club in as strong a position as possible both financially and administratively, going forward. We correctly predicted that the funding landscape would be very different post-pandemic, and that we would need to rely more than ever on our own resources and ingenuity to keep the club going and keep on providing the unique and vital opportunities to local young people that we have done for the last 119 years.





We held an event for our trustees, staff and volunteers to discuss the current challenges we face. The group looked at the original vision of Salford Lads Club from 1903 “To Brighten Young Lives and Make Good Citizens” and we started the process to identify the shared values we hold going forward for the next 25 years.

## Reference and administrative details

Charity number: 521315

Bankers: CAF Bank Ltd  
Lloyds Bank plc

Accountant: Binder Management Accounts  
[www.b-m-a.co.uk](http://www.b-m-a.co.uk)

## Trustees

The trustees serving during the year were as follows:

Anthony Groves	Trustee; President
Keith Corkan	Trustee; Treasurer
Angie Cooke	Trustee
James Holmes	Trustee
Dennis Lewtas	Trustee

## Structure, Governance and Management

### Governing document

Salford Lads' and Girls' Club is a registered charity, governed by its Trust deed dated 3<sup>rd</sup> November 1903. It is registered as a charity with the Charity Commission.

### Appointment of trustees

Trustees are considered for appointment after being nominated by existing trustees and/or management committee members.

## Trustees' responsibilities in relation to the financial statements

The charity trustees are responsible for preparing a trustees' annual report and financial statements 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)).

In preparing the 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 charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the reporting requirements. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Statement as to disclosure to our independent examiner

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 independent examiner in connection with preparing their report, of which the independent examiner is unaware, and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the independent examiner is aware of that information.

By order of the board of trustees

Name **ANTHONY GROVES**

1 March 2023

# Independent examiner's report on the accounts

## Section A

## Independent Examiner's Report

**Report to the trustees/  
members of**

Charity Name  
Salford Lads' and Girls' Club

**On accounts for the year  
ended**

31 August 2022

**Charity no  
(if any)**

521315

**Set out on pages**

26-37

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31 / 08 / 2022**.

**Responsibilities and  
basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent  
examiner's statement**

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of CIMA.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

**Signed:** Joseph Connor ACMA

**Date:** 17/4/23

**Name:** Joseph Connor

**Relevant professional  
qualification(s) or body  
(if any):**

CIMA – Chartered Institute of Management Accountants.  
Membership No 8452275 – Associate Member



**Address:**

90 Norwood Road

Stretford

Manchester M32 8PP

**Section B**

**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

**Give here brief details of any items that the examiner wishes to disclose.**

# Salford Lads' and Girls' Club Statement of Financial Activities

For year ending 31st August 2022

		Restricted	Unrestricted		This year total	Last year total
	Note		Designated	General	YE22	YE21
<b>Income and endowments</b>						
Donations and legacies	5	-	-	90,544	90,544	13,117
Investment income		-	-	65	65	13
Other income		-	-	143	143	1,162
Income from charitable activities	4, 10					
'Core funding' grants		8,852	-	23,264	32,116	33,977
Grants for young people's activities		49,019	-	20,938	69,956	39,218
Subscriptions from young people's activities		-	-	1,415	1,415	91
Grants for community and heritage		15,003	-	13,958	28,961	20,386
Other trading activities						
Hire of facilities		-	-	12,619	12,619	29,529
Merchandise sales		-	-	40,901	40,901	28,552
<b>Total income and endowments</b>		<b>72,873</b>	<b>-</b>	<b>203,847</b>	<b>276,720</b>	<b>166,045</b>
<b>Expenditure</b>	1 (i)					
Expenditure on raising funds						
Fundraising costs		8,606	-	31,121	39,727	33,108
Goods purchased for resale		-	-	14,699	14,699	16,479
Expenditure on charitable activities						
Young people's activities		68,943	-	75,707	144,651	106,513
Community and heritage		32,535	-	34,931	67,466	57,374
Other expenditure		-	-	-	-	-
<b>Total expenditure</b>		<b>110,085</b>	<b>-</b>	<b>156,458</b>	<b>266,543</b>	<b>213,474</b>
<b>Net income/(expenditure) before gains and losses on investments</b>		<b>- 37,211</b>	<b>-</b>	<b>47,389</b>	<b>10,178</b>	<b>- 47,429</b>
Net gains/(losses) on investments		-	-	-	-	-
<b>Net income/(expenditure) for the year</b>		<b>- 37,211</b>	<b>-</b>	<b>47,389</b>	<b>10,178</b>	<b>- 47,429</b>
Transfers		-	65,860	- 65,860	-	-
Net gains/(losses) on revaluation of fixed assets		-	-	-	-	-
<b>Net movement in funds</b>		<b>- 37,211</b>	<b>65,860</b>	<b>- 18,471</b>	<b>10,178</b>	<b>- 47,429</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		167,434	65,000	149,875	382,309	429,738
<b>Total funds carried forward</b>		<b>130,223</b>	<b>130,860</b>	<b>131,404</b>	<b>392,487</b>	<b>382,309</b>

## Salford Lads' and Girls' Club Balance Sheet

For year ending 31st August 2022

	Note	31-Aug-22	31-Aug-21
<b>Fixed Assets</b>			
Equipment, fixtures & fittings	12	175,089	210,207
Land & buildings		1,700,000	1,700,000
<b>Total Fixed Assets</b>		<b>1,875,089</b>	<b>1,910,207</b>
<b>Current Assets</b>			
Total cash at bank and in hand		212,716	171,148
Closing stock	14	10,031	6,422
Debtors Control Account	15	630	-
Prepayments	15	2,738	6,938
<b>Total Current Assets</b>		<b>226,115</b>	<b>184,508</b>
<b>Creditors: amounts falling due within one year</b>		<b>8,718</b>	<b>12,407</b>
<b>Net Current Assets/(Liabilities)</b>		<b>217,397</b>	<b>172,101</b>
<b>Total Assets less Current Liabilities</b>		<b>2,092,486</b>	<b>2,082,308</b>
<b>Net Assets</b>		<b>2,092,486</b>	<b>2,082,308</b>
<b>Funds</b>			
Endowments - land & property		1,700,000	1,700,000
Restricted funds		130,222	167,433
Unrestricted funds - designated		130,860	65,000
Unrestricted funds - general		131,404	149,875
<b>Total Funds</b>		<b>2,092,486</b>	<b>2,082,308</b>

The notes at pages 28 to 37 form part of these accounts

Signed  \_\_\_\_\_

Name **ANTHONY GROVES**, on behalf of the trustees  
Approved by the trustees on 1 March 2023

## Notes on the accounts

### 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) (second edition – October 2019) - (Charities SORP (FRS 102)).

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### **b) Reconciliation with previous Generally Accepted Accounting Practice**

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required, and no restatements were required.

#### **c) Preparation of the accounts on a going concern basis**

The financial statements have been prepared on a going concern basis. As with most businesses the charity has been impacted by the Coronavirus (Covid-19) and this has had an impact on charitable operations, service users and staff. The charity has utilised the grants available from the UK government and has taken appropriate steps to safeguard charity operations. While the full impact of the global pandemic to the economy and charity operations remains uncertain, the trustees believe that the going concern basis of accounting is appropriate.

#### **d) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 17).

Income received in advance of a venue hire booking or provision of other specified service is deferred until the criteria for income recognition are met (see note 18).



#### **e) Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised, refer to the trustees' annual report for more information about volunteers' contribution. On receipt, donated professional services and donated 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.

#### **f) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

#### **g) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

#### **h) Expenditure and irrecoverable VAT**

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

Expenditure on raising funds	including those associated with fundraising activities, managing investments and trading
------------------------------	--

Expenditure on charitable activities	costs of undertaking the work of the charity
--------------------------------------	--

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

#### i) Allocation of support costs

Support costs are those functions which assist the work of the charity either by supporting the delivery of charitable activities or by supporting the generation of funds. They include back office functions and associated staff costs.

Support costs are allocated on the following basis:

	Charitable activities		Fundraising	Total YE22	Basis of allocation
	Young People's Activities	Community & Heritage			
Building overheads, running costs	72,599	48,398		120,997	60% Young People's Activities; 40% Community & Heritage – based on usage of the building in time taken
Governance costs, bank fees, IT, office supplies, support staff costs, professional fees, training costs	29,580	19,720	32,866	82,166	60% Charitable Activities (sub-split 60:40 as per above); 40% Fundraising – based on time spent
Directly attributable costs	42,472	-652	21,560	63,380	n/a (as directly attributable)
TOTALS AS PER SoFA	144,651	67,466	54,426	266,543	

#### j) Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Asset Category	Annual rate
Fixtures & fittings	10%
Equipment	20-33%

#### k) Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

#### l) Debtors

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

#### m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### n) 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.

#### **o) 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.

#### **p) Pensions**

Employees of the charity are entitled to join the charity's pension scheme operated through NEST, as per the charity's compulsory requirement to provide a pension scheme from 1<sup>st</sup> November 2016.

## **2 Legal status of the charity**

The charity is a charitable trust. The charity is controlled and its assets held in trust by a board of trustees.

## **3 Financial performance of the charity**

The summary financial performance of the charity is:

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Income	277	166
Expenditure	267	213
Net income	10	- 47
Total funds brought forward	382	429
Total funds carried forward	392	382
Represented by:		
Restricted income funds	130	167
Unrestricted income funds	131	150
Designated income funds	131	65
	<b>392</b>	<b>382</b>

#### 4 Income from grants

		<b>2022</b>	<b>2021</b>
		<b>£000</b>	<b>£000</b>
<b>Grants</b>			
	Salford CVS/NHS CCG Recovery Fund	-	20
	Zochonis	43	18
	Haberdashers	0	-
	Football Foundation; Wildcats	-	1
	Sport England	1	-
	ARIS/Standing Together	4	8
	Heritage Fund	48	-
	UK Youth/Hans Rausing	24	-
	CJRS/gov/council Covid19 support	11	47
		<b>131</b>	<b>94</b>

The charity is grateful for the support received in the year from:

- The Zochonis Charitable Trust whose grant has helped directly fund our activities with young people as well as helping us pay for an essential building repair;
- The GMCA ARIS and Standing Together funds whose grants have also helped directly fund our activities with young people;
- The Heritage Fund whose grant helped us with essential core costs and investment in our self-generated funding streams;
- UK Youth/Hans Rausing whose grant helped us with essential core costs and activity costs.

#### 5 Income from donations and legacies

		<b>2022</b>	<b>2021</b>
		<b>£000</b>	<b>£000</b>
<b>Donations</b>			
	Gifts	35	13
	Legacies	54	
	Donated services	2	
		<b>91</b>	<b>13</b>

The charity is grateful for all the donations received during the year, both from individuals and from organisations.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

#### 6 Trustee remuneration and expenses

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).



## 7 Staff costs and professional fees

Whilst most of our operations are carried out by volunteers, we have a small team of part-time paid staff to ensure our essential processes are covered and our activities are carried out safely.

We are proud to be a Real Living Wage employer. We see this as a key responsibility towards our valued workers, all of whom are from the local community, and all of whom choose to also volunteer for us in their spare time.

		2022	2021
		£000	£000
Employees of the charity			
	Gross wages, salaries and benefits in kind	36	29
	Employer's National Insurance costs	1	-
	Pension costs	0	-
Self-employed individuals		48	35
Other professional fees (legal, audit, architect, external HR)		4	1
		<b>89</b>	<b>65</b>

No employees received employee benefits of more than £60,000.

Included in professional fees:

Independent examiner's fees for reporting on the accounts £150 (2021: £150).

## 8 Staff numbers

The average monthly head count was 47 staff/volunteers (2021: 37 staff/volunteers) and the average number of full-time equivalent employees (including casual staff and freelance workers) during the year was 2.6 (2021: 2.7)

## 9 Related party transactions

None.

## 10 Government grants

£11,140 was received in the year from the government's Covid-19 support grant scheme/CJRS scheme/local council Covid-19 support grant schemes.

## 11 Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

## 12 Tangible fixed assets

	Land and buildings	Fixtures, fittings & equipment	Total
	£000	£000	
Cost:			-
As at 1 Sep 2021	1,700	550	2,250
Additions	-	20	20
As at 31 Aug 2022	1,700	571	2,271
Depreciation:			-
As at 1 Sep 2021	-	340	340
Charge for the year	-	55	55
As at 31 Aug 2022	-	396	396
Net book value:			-
As at 1 Sep 2021	1,700	210	1,910
<b>As at 31 Aug 2022</b>	<b>1,700</b>	<b>175</b>	<b>1,875</b>

The depreciation charge of £55k breaks down into £17k unrestricted and £38k restricted.

## 13 Investments

The charity does not hold any investments other than cash at bank.

## 14 Stock

The amount of merchandise goods for re-sale held in stock at year end totalled £10,031 (2021: £6,422).

## 15 Debtors

	2022	2021
	£000	£000
Trade debtors	1	-
Prepayments and accrued income	3	7
	<b>3</b>	<b>7</b>

## 16 Creditors: amounts falling due within one year

	2022	2021
	£000	£000
Trade creditors	8	9
Other creditors, deferred income and accruals	0	4
	<b>9</b>	<b>12</b>

## 17 Contingent assets – legacy income

The charity had no contingent assets at the year end.

#### 18 Deferred income

None.

#### 19 Creditors: amounts falling due after more than one year

The charity had no long-term liabilities at the year end.

## 20 Analysis of charitable funds

Analysis of movements in restricted and unrestricted funds					
	Balance	Income	Expenditure	Transfers	Funds
	1 Sep 2021				31 Aug 2022
	£000	£000	£000	£000	£000
<b>Unrestricted</b>					
General fund	150	204	-156	-66	131
Designated	65	0	0	66	131
<b>Total</b>	<b>215</b>	<b>204</b>	<b>-156</b>	<b>0</b>	<b>262</b>
<b>Restricted</b>					
Salford CVS/CCG Recovery Fund	0	1	-1	0	0
New Ground	15	0	-3	0	12
Comic Relief	1	0	-1	0	0
SYST	6	0	0	0	6
Sport England (capital)	102	0	-29	0	72
Booths Charities	33	0	-5	0	28
Crowdfunding 2017	6	0	-1	0	5
Impact Fund	2	0	-2	0	0
Standing Together	2	4	-5	0	1
UK Youth/Hans Rausing	0	24	-24	0	0
Zochonis 2022	0	43	-38	0	5
Sport England (girls football)	0	1	0	0	1
Other restricted	0	0	0	0	0
<b>Total</b>	<b>167</b>	<b>73</b>	<b>-110</b>	<b>0</b>	<b>130</b>
<b>Total</b>	<b>382</b>	<b>277</b>	<b>-267</b>	<b>0</b>	<b>392</b>

### Name of unrestricted fund

General fund:

### Description, nature and purposes of the fund

The 'free reserves' after allowing for all designated funds.

Designated funds:

Currently consists of £25k designated for ongoing maintenance of building, £27k designated for staff costs, £6k designated for digital panels for Smiths room and £10k designated for 2023 camps. Plus £63k of fixed assets (newly designated this financial year and therefore shown under the Transfers between General fund and Designated fund above).

## 21 Analysis of net assets between funds

	General fund	Designated funds	Restricted funds	Total
	£000	£000	£000	£000
Tangible fixed assets	-	63	112	175
Cash at bank and in hand	127	68	18	213
Other net current assets/(liabilities)	5	-	-	5
<b>Total</b>	<b>131</b>	<b>131</b>	<b>130</b>	<b>392</b>



## 22 Financial instruments

The charity had no financial instruments at the year end.

## 23 Post-balance sheet events

The charity had no post-balance sheet events to report.

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

	<b>2022</b>
	<b>£000</b>
Net movement in funds	10
Add back depreciation charge	55
Deduct capital expenditure	- 20
Decrease (increase) in stock	- 4
Decrease (increase) in debtors	4
Increase (decrease) in creditors	- 4
<b>Net cash used in operating activities</b>	<b>42</b>