

**Lancashire Football Association Limited**  
**Company Limited by Guarantee**  
**Financial Statements**  
**For the Period Ended**  
**30 June 2021**

**BEEVER AND STRUTHERS**

Chartered accountants & statutory auditor

The Beehive  
Lions Drive  
Shadsworth Business Park  
Blackburn  
BB1 2QS

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Financial Statements

Year Ended 30 June 2021

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# Lancashire Football Association Limited

## Company Limited by Guarantee

### Officers and Professional Advisers

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#### **The Board of Directors**

R E Haydock  
P G Thornton  
C Howard  
P Brown (Resigned 20 January 2021)  
A Hashmi  
R Holbert (Resigned 26 February 2021)  
J Carlin (Appointed 16 June 2021)  
R McQueen (Appointed 16 June 2021)  
P Kohli (Appointed 16 June 2021)  
P Newman (Appointed 16 June 2021)  
J Day-Garner  
S Kellett  
M Wild

#### **Company Secretary**

S Gerrard

#### **Registered Office**

Thurston Road  
Leyland  
Preston  
Lancashire  
PR25 2LF

#### **Auditor**

Beever and Struthers  
Chartered accountants & statutory auditor  
The Beehive  
Lions Drive  
Shadsworth Business Park  
Blackburn  
BB1 2QS

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Directors' Report

#### Year Ended 30 June 2021

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The directors present their report and the financial statements of the company for the year ended 30 June 2021.

#### Directors

The directors who served the company during the year were as follows:

R E Haydock	
P G Thornton	
C Howard	
P Brown	(Resigned 20 January 2021)
A Hashmi	
J Day-Garner	
S Kellett	
M Wild	
J Carlin	(Appointed 16 June 2021)
R McQueen	(Appointed 16 June 2021)
P Kohli	(Appointed 16 June 2021)
P Newman	(Appointed 16 June 2021)
R Holbert	(Resigned 26 February 2021)

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Directors' Report *(continued)*

### Year Ended 30 June 2021

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#### Business Review

##### Context

The 2020/21 season has been dominated by the Covid-19 pandemic, which commenced during March of the previous season, and immediately curtailed football and commercial activity. The pandemic has provided a backdrop to the season, creating an environment of great uncertainty about community health, how people could, and should, go about their daily lives, the amount of play permitted for the Game and how commercial activity could safely continue.

The season has been heavily disrupted with lockdowns and Lancashire, geographically, remained an area with high case levels, resulting in the most stringent rules being applied to protect lives and suppress the virus, whilst other geographical areas were permitted greater freedoms.

Due to the high levels of uncertainty and specific challenges experienced in the locality, Lancashire FA has taken, throughout the pandemic, an extremely prudent position to ensure the safety of the football community and the ongoing financial viability of the company. This has involved maximising use of the furlough scheme, reducing overheads and maximising commercial activity when permitted.

##### 2020/21 Season Review and Covid-19 Impact on Financial Performance

Whilst we have experienced another 12-months of operational Covid-19 disruption, the anticipated losses for the year, which initially were forecast to stand at £213k, have not transpired due to the prudent financial and operational actions taken.

We have, instead, remained financially solvent, making a small surplus for the year, of £71k, which can primarily be attributed to: " Commercial Activities | Our headquarters, which had been greatly improved following the full refurbishment concluded in December 2019, were on the cusp of launch in early 2020. Although hospitality and catering facilities were closed in March 2020, we rapidly enhanced our facilities to ensure we could provide a fully covid-compliant offering. This resulted in us becoming the primary provider of corporate hospitality, when permitted, within the area. Our strongly developing client base and external partnerships have also led to us securing a firm pipeline of activity for the 2021/22 season. " The Furlough Scheme | Maximising use of the furlough scheme has provided the greatest impact on our financial viability and has enabled us to minimise workforce losses due to the pandemic as far as possible. Whilst the majority of staff were furloughed, leaving a skeleton staff, which ensured financial security, this did have operational impacts at later stages of the pandemic. Our view, however, was to take an extremely financially conservative approach whilst there remained many unknowns around lockdowns and restrictions and whilst Lancashire was hit particularly hard in this respect. " Workforce Management | We have completed two workforce restructures during this season. The first was designed to both increase efficiencies within our structure and improve our administrative service levels to the footballing community, by setting up the newly formed 'Football Services' Team. The second was as a direct response to the loss of our Apprenticeship offering. In total, our full-time staff have reduced from 39 to 30, (which excludes those on zero hours contracts) partly through natural attrition, and with 4 members of staff made redundant.

##### Financial Practices

During the latest financial year, we have concluded our migration to Xero accounting software, and are continuing to enhance our use of Xero with additional add-ons that provide greater efficiencies and visibility of financial activity across the company.

##### Financial Report

Income of £1,445k (comprising turnover of £1,090k and other operating income of £355k) | Turnover has again been greatly impacted by Covid-19, as we have experienced a disrupted football season and reduced activities relating to football, training and courses, which have now been moved centrally to The FA, County Cups and some commercial activities. Other income streams, such as Discipline, that are reliant on football activity predictably remained suppressed. Key contributions to turnover included the commercial side of the business, the furlough scheme and grant funding, which was provided on a reduced basis this year.

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# Lancashire Football Association Limited

## Company Limited by Guarantee

### Directors' Report *(continued)*

#### Year Ended 30 June 2021

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Operating Expenses £1,373k | Greatly reduced, primarily due to a reduction in staffing costs and expenses, brought about by the furlough scheme and an overall reduction in staffing numbers following attrition and workforce reviews. Spending ceased on all non-essentials, as well as the typical costs associated with hosting training activities, within the Training and Education sphere.

Surplus £71k | The pre-Covid forecast was for Lancashire FA to make a significant loss this year, however, due to financial prudence, maximising support of the furlough scheme and corporate and hospitality commercial activity, a small surplus has been stated.

Cash at Hand £1,352k | Lancashire FA has endeavoured to protect its cash position. As an organisation, we are conservative in our approach to controlling costs and we regularly review our expenditure and ongoing contracts, whilst taking advantage of any financial assistance available. Continually investing back into the Game remains our primary objective and our planned activities and cash reserves ensure the continuity of business going forwards into the next financial year.

#### The Future

England remained under Covid-19 restrictions up until the end of the 2020/21 season, with a lifting of restrictions finally occurring on 19th July 2021. The impact of the pandemic on our way of working and being, as well as our community's health, wellbeing and mental health cannot be understated, and we anticipate some degree of uncertainty, and accompanying challenges, for the coming years as we all adjust to living with Covid-19.

The 2021/22 season marks the first year of our new 3-year strategy cycle, and our business plan for the 2021-2024 period was approved in September 2021 by The FA for grant funding covering this 3-years in the sum of c.£1.5m.

Although this provides a solid basis for our business activities moving forwards, we remain conscious that this is a reduced sum from that received in previous business cycles, and there is uncertainty around future levels of funding with the introduction of the new 'market share' model for grant funding.

Challenges around potential further disruption to the football season and football activities are anticipated as the Covid-19 pandemic continues to be felt, and we also anticipate a direct impact from the curtailment of Education and Training activities for County FAs.

Despite these challenges, the outlook for the Game itself remains positive with the vast majority of people returning to regularly enjoy the affiliated game, and our plans will allow us to meet this season's challenges and enable both the fundamentals of sustainable profitability for the company and maximum reinvestment in the Game, to be met.

To this end, we will be continuing to develop commercial partnerships, products and services that can then support our activities. Our prudent budget for this year reflects our planned investment in these areas and, although it necessitates a forecast loss for this season, we then anticipate sustaining surpluses in years 2 and 3 as we reap the benefits of our investment decisions.

We will be publishing our reinvestment policy later in the season, showing how we invest surpluses back into the Game and particularly focus on facilities investment to create sustainable, fit for purpose pitches for all to enjoy.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Directors' Report *(continued)*

Year Ended 30 June 2021

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#### Directors' Responsibilities Statement

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the profit or loss of the company for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

#### Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

This report was approved by the board of directors on 30 September 2021 and signed on behalf of the board by:



R E Haydock  
Director



A Hashmi  
Director

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Independent Auditor's Report to the Members of Lancashire Football Association Limited

Year Ended 30 June 2021

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#### Opinion

We have audited the financial statements of Lancashire Football Association Limited (the 'company') for the year ended 30 June 2021 which comprise the income statement, statement of financial position, statement of changes in equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 June 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 directors' 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 company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Independent Auditor's Report to the Members of Lancashire Football Association Limited *(continued)*

Year Ended 30 June 2021

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#### Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent 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 directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

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

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Independent Auditor's Report to the Members of Lancashire Football Association Limited *(continued)*

Year Ended 30 June 2021

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#### Responsibilities of Directors

As explained more fully in the directors' responsibilities statement, the directors 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 directors 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 directors 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Independent Auditor's Report to the Members of Lancashire Football Association Limited *(continued)*

Year Ended 30 June 2021

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#### 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:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements based on our understanding of the Company and through discussion with the Directors and other management (as required by auditing standards).

We also had regard to laws and regulations in areas that directly affect the financial statements including financial reporting (including related company legislation) and taxation legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. Audit procedures performed included:

Discussions with management, inquiring over non-compliance with laws, regulations, and fraud;

Review of minutes of all Board meetings held in the year and post year end;

Review of transactions (including journals); and

Review of key business processes and evaluation of internal controls.

There are inherent limitations in the audit procedures described above. We did not identify any such irregularities however as with any audit, there remained a higher risk of non-detection of irregularities due to fraud, as these may involve deliberate concealment, collusion, forger, intentional omissions, misrepresentations, or the override of internal controls.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Independent Auditor's Report to the Members of Lancashire Football Association Limited *(continued)*

Year Ended 30 June 2021

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

#### Use of Our Report

This report is made solely to the company's members, as a body, in accordance with chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company'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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Suzanne Lomax (Senior Statutory Auditor)

For and on behalf of  
Beever and Struthers  
Chartered accountants & statutory auditor  
The Beehive  
Lions Drive  
Shadsworth Business Park  
Blackburn  
BB1 2QS

30 September 2021

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Income Statement

Year Ended 30 June 2021

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	Note	2021 £	2020 £
<b>Turnover</b>		1,089,774	1,423,256
Other operating income		355,096	196,986
		<u>1,444,870</u>	<u>1,620,242</u>
Staff costs	5	(935,442)	(1,130,816)
Depreciation and other amounts written off tangible and intangible fixed assets		(89,796)	(98,816)
Other operating expenses		<u>(348,263)</u>	<u>(719,366)</u>
<b>Operating profit/(loss)</b>	6	71,369	(328,756)
Other interest receivable and similar income		145	7,481
<b>Profit/(loss) before taxation</b>		<u>71,514</u>	<u>(321,275)</u>
Tax on profit/(loss)		—	—
<b>Profit/(loss) for the financial year</b>		<u><u>71,514</u></u>	<u><u>(321,275)</u></u>

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The notes on pages 14 to 18 form part of these financial statements.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Statement of Financial Position

30 June 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	7	1,307,842	1,390,881
<b>Current assets</b>			
Stocks		4,871	3,274
Debtors	8	77,595	197,240
Investments	9	94	85,094
Cash at bank and in hand		1,352,394	1,016,098
		<u>1,434,954</u>	<u>1,301,706</u>
<b>Creditors: amounts falling due within one year</b>	10	<u>(125,441)</u>	<u>(90,076)</u>
<b>Net current assets</b>		<u>1,309,513</u>	<u>1,211,630</u>
<b>Total assets less current liabilities</b>		<u>2,617,355</u>	<u>2,602,511</u>
<b>Accruals and deferred income</b>		<u>(875,812)</u>	<u>(932,482)</u>
<b>Net assets</b>		<u>1,741,543</u>	<u>1,670,029</u>
<b>Capital and reserves</b>			
Other reserves		288,758	261,254
Profit and loss account		1,452,785	1,408,775
<b>Members funds</b>		<u>1,741,543</u>	<u>1,670,029</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with Section 1A of FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

These financial statements were approved by the board of directors and authorised for issue on 30 September 2021, and are signed on behalf of the board by:



R E Haydock  
Director



A Hashmi  
Director

Company registration number: 03760324

The notes on pages 14 to 18 form part of these financial statements.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Statement of Changes in Equity

#### Year Ended 30 June 2021

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	Other reserves	Profit and loss	Total
	£	£	£
<b>At 1 July 2019</b>	233,750	1,757,554	1,991,304
Loss for the year		(321,275)	(321,275)
Other comprehensive income for the year:			
Reclassification from profit and loss account to pitch replacement reserve	27,504	(27,504)	–
<b>Total comprehensive income for the year</b>	27,504	(348,779)	(321,275)
<b>At 30 June 2020</b>	261,254	1,408,775	1,670,029
Profit for the year		71,514	71,514
Other comprehensive income for the year:			
Reclassification from profit and loss account to pitch replacement reserve	27,504	(27,504)	–
<b>Total comprehensive income for the year</b>	27,504	44,010	71,514
<b>At 30 June 2021</b>	<u>288,758</u>	<u>1,452,785</u>	<u>1,741,543</u>

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The notes on pages 14 to 18 form part of these financial statements.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Notes to the Financial Statements

Year Ended 30 June 2021

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#### 1. General Information

The company is a private company limited by guarantee, registered in England and Wales. The address of the registered office is Thurston Road, Leyland, Preston, Lancashire, PR25 2LF.

#### 2. Statement of Compliance

These financial statements have been prepared in compliance with Section 1A of FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

#### 3. Accounting Policies

##### Basis of Preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

##### Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### Significant judgements

The judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are detailed in the accounting policies below.

##### Revenue Recognition

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services rendered, stated net of discounts and of Value Added Tax.

Members affiliation fees, competition entry fees and discipline income are recognised in line with the football season report. Grant income is recognised in the period it relates and in which the money is expended. Coach education income is recognised in the period the course is delivered.

##### Income Tax

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is recognised in other comprehensive income or directly in equity, respectively.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year Ended 30 June 2021

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### 3. Accounting Policies *(continued)*

#### Income Tax *(continued)*

Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

Deferred tax is recognised in respect of all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date that are expected to apply to the reversal of the timing difference.

#### Tangible Assets

Tangible fixed assets, other than freehold land, are stated at cost less depreciation.

#### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold Property	-	2% - 10% straight line
Office & Other Equipment	-	15% - 33% straight line
Fixtures & Fittings	-	10% straight line
Computers	-	33% straight line

No depreciation is provided on freehold land.

#### Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

#### Provisions

Provisions are recognised when the entity has an obligation at the reporting date as a result of a past event, it is probable that the entity will be required to transfer economic benefits in settlement and the amount of the obligation can be estimated reliably. Provisions are recognised as a liability in the statement of financial position and the amount of the provision as an expense.

Provisions are initially measured at the best estimate of the amount required to settle the obligation at the reporting date and subsequently reviewed at each reporting date and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation. Any adjustments to the amounts previously recognised are recognised in profit or loss unless the provision was originally recognised as part of the cost of an asset.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year Ended 30 June 2021

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#### 3. Accounting Policies *(continued)*

##### Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

##### Grants

Grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received. Grants are recognised using the accrual model and the performance model. Under the accrual model, grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable. Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income and not deducted from the carrying amount of the asset. Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability. During the current and previous year the company received grants under the UK Government Coronavirus Job Retention Scheme.

##### Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately. Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year Ended 30 June 2021

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#### 3. Accounting Policies *(continued)*

##### Defined Contribution Plans

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.

#### 4. Company Limited by Guarantee

At 30 June 2021 each of the members of the company agrees, in the event of the company being wound up, to contribute to any deficiency in assets a sum not exceeding £10.

#### 5. Staff Costs

The average number of persons employed by the company during the year amounted to 42 (2020: 54).

#### 6. Exceptional Items

	2021	2020
	£	£
Restructuring - staff costs		63,258
Repairs and Renewals	—	<u>13,980</u>
	<u>—</u>	<u>77,238</u>

# Lancashire Football Association Limited

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year Ended 30 June 2021

#### 7. Tangible Assets

	Land and buildings £	Office and other equipment £	Fixtures and fittings £	Computers £	<b>Total £</b>
<b>Cost</b>					
At 1 July 2020	1,955,484	124,513	687,777	55,017	2,822,791
Additions	–	–	6,052	705	6,757
<b>At 30 June 2021</b>	<u>1,955,484</u>	<u>124,513</u>	<u>693,829</u>	<u>55,722</u>	<u>2,829,548</u>
<b>Depreciation</b>					
At 1 July 2020	720,057	107,504	565,200	39,149	1,431,910
Charge for the year	52,812	5,734	19,745	11,505	89,796
<b>At 30 June 2021</b>	<u>772,869</u>	<u>113,238</u>	<u>584,945</u>	<u>50,654</u>	<u>1,521,706</u>
<b>Carrying amount</b>					
<b>At 30 June 2021</b>	<u>1,182,615</u>	<u>11,275</u>	<u>108,884</u>	<u>5,068</u>	<u>1,307,842</u>
At 30 June 2020	<u>1,235,427</u>	<u>17,009</u>	<u>122,577</u>	<u>15,868</u>	<u>1,390,881</u>

#### 8. Debtors

	<b>2021</b> £	2020 £
Trade debtors	31,025	105,769
Other debtors	46,570	91,471
	<u>77,595</u>	<u>197,240</u>

#### 9. Investments

	<b>2021</b> £	2020 £
Short term deposits	<u>94</u>	<u>85,094</u>

#### 10. Creditors: amounts falling due within one year

	<b>2021</b> £	2020 £
Trade creditors	77,599	66,224
Social security and other taxes	33,059	16,501
Other creditors	14,783	7,351
	<u>125,441</u>	<u>90,076</u>