

# THE LORD'S TAVERNERS LIMITED

(A company limited by guarantee and not having a share capital)

## Trustees' Annual Report and Consolidated Financial Statements

For the year ended 30 September 2021

Registered Company No: 582579  
Registered Charity No: 306054  
Office of the Scottish Charities Regulator No. SC046238



**LORD'S TAVERNERS**  
Giving young people a sporting chance

# THE LORD'S TAVERNERS LIMITED

Year ended 30 September 2021

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# THE LORD'S TAVERNERS LIMITED

## Reference and Administrative Details

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### Founding Patron and Twelfth Man

HRH Prince Phillip KG KT

### President

David Gower OBE

### Trustees and Directors

Tim Luckhurst	Chair
Sandra Verkuyten OBE	Vice Chair
Richard White FCA	Treasurer
Suzy Christopher	
Mike Gatting OBE	
Abeed Janmohamed	
Gordon Kennedy	
Ian Martin	
Julie Norris	
Caj Sohal	
Alistair Subba Row	

### Governance and Finance Committee

Peter Presland LL.B, ACA	Chairman
Anthony Ashplant LL.B	
David Baxendale FCA	
Richard Finn C.Dlr	
Nick Gavin-Brown	
Sandra Verkuyten OBE	
Richard White FCA	

### Senior Leadership Team

Mark Curtin	Chief Executive
Tim Berg FCA	Chief Operating Officer
Nicky Pemberton	Director of Programmes and Growth

### Registered office

90 Chancery Lane	contact@lordstaverners.org	www.lordstaverners.org
London		
WC2A 1EU		

### Registration

Companies House	582579 (registered in England and Wales)
Charity Commission	306054
Office of the Scottish Charities Regulator	SC046238

### Bankers

National Westminster Bank plc  
St James's and Piccadilly Branch  
208 Piccadilly  
London  
W1A 2DG

### Auditor

Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

### Legal Advisers

Bates Wells  
10 Queen Street Place  
London  
EC4R 1AG

# THE LORD'S TAVERNERS LIMITED

## President's Introduction

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I would like to begin by saying how proud I have been, particularly in the last year, to be both President and a supporter of the Taverners. We have emerged stronger from the pandemic with true recognition of the impact our programmes have on our participants and of how important those programmes have been, particularly in lockdown.

We have seen significant changes at the Taverners. I would like to extend a warm welcome to Mark Curtin as CEO, who has brought new impetus to the organisation with a focus of placing our participants at the centre of every decision we make, while retaining those characteristics that make the Taverners a unique charity. I would also very much like to thank Paul Robin, who left us after eight successful years with the Charity, for his commitment as CEO.

Against the backdrop of the last eighteen months, what has stood out is the degree of diversity and inclusion that our programmes offer. Wicketz sets out to bring together young people from challenging circumstances for weekly cricket coaching. Once together the young people share experiences from their own diverse backgrounds, build friendships across communities, and develop confidence and life skills to help them move forward.

With the strength of the ECB and Sport England alongside the Berkeley Foundation, Super 1s has brought together young people with a disability to play cricket. Gaining a social life, friendships and being part of communities is harder for these young people and maintaining engagement digitally when they could not get together was incredibly important to each of them.

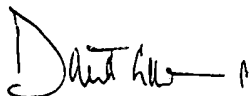
Our focus on diversity and inclusion has been evidenced by some of our Wicketz and Super 1s groups joining up from time to time, understanding their different challenges, understanding their commonalities, and seeing the world through the eyes of others.

As a Taverner it has been fantastic to see our events up and running again – allowing us to meet many of our supporters face to face after a long absence. Although the Taverners is now broader, with key strategic partnerships with foundations, companies, governing bodies and statutory funders, events remain an important part of the ethos of the Charity that was started back in 1950 – getting together, having fun and raising funds to help young people.

Reflecting on the 70 years of history, the last year was overshadowed by the passing of our Founding Patron and Twelfth Man, HRH Prince Philip KG GT. A keen cricketer and cricket fan, he had been with us since our very beginnings and he had been a cornerstone of the charity. We remain eternally grateful to him for his support throughout that period and we wish his family well.

Tim Luckhurst has taken the opportunity to introduce the new Strategy for the Charity within the Trustees Report. Building on the reputation and quality of the work we have delivered through cricket to empower young people from challenging circumstances, this is the start of a new and exciting era for the Taverners.

On behalf of all the participants in our programmes, past, present and future, I would like to say thank you to all of the volunteers, supporters, Members, trustees, regional fundraisers, and staff for the commitment you demonstrate day in and day out to the charity.



**David Gower OBE**

**President  
Lord's Taverners**

# THE LORD'S TAVERNERS LIMITED

Report of the Trustees (incorporating the Report of the Directors)  
for the year ended 30 September 2021

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## Our Values

**Togetherness** – we deliver fellowship through our regions and partnerships in the provision of our activities.

**Accountability** – we are all accountable for ensuring that the Lord's Taverners is fit for purpose and remains so.

**Diversity** – we seek to create an organisation that reflects the diverse nature of our society and our participants.

**Social Impact** – We seek to make a difference to disadvantaged and disabled young people and we measure the impact that our programmes have to signpost how we best allocate our funds.

## Who we are

### Our Purpose:

We exist to empower and positively impact the lives of young people facing the challenges of inequality.

### Our Vision:

Every young person can overcome the challenges of inequality and achieve their potential.

### Our Mission:

To maximise the use of the sport of Cricket to empower young people facing inequality to make positive choices, improve their mental health and wellbeing and achieve positive outcomes.

## What we do:

We are a community of people and organisations that collaborate to provide innovative, inclusive, and impactful Cricket programmes, empowering the young people with disabilities and those from disadvantaged communities to develop their knowledge, skills, capabilities, and confidence required to overcome the challenges of inequality, raise their aspirations and reach their potential.

Driven by a passion for equality, we strive to be a lead organisation at the heart of social change; maximising our knowledge, experience and insight gained through our work with young people and their communities experiencing inequality. We will collaborate and become a credible, expert voice and influencer, shaping attitudes, thinking and approaches to unite communities in the drive to overcome inequalities.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021

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Our **Programmes** support some of the most marginalised and at-risk young people through sport and recreation.

We **create** a range of opportunities for young people from deprived areas and those with disabilities to engage in sport and recreational activities in their local communities.

### Our **Outcomes**

- Increase opportunities for regular participation
- Improve health, mental well-being and future prospects of participants
- Strengthen community and social cohesion
- Develop a network of volunteers, coaches and role models.

### Supporting Our Outcomes

Our outcomes are underpinned by core themes that we seek to develop within each of our programmes:

#### ***Skills for Life***

- While programme delivery is at the core of our activity, we are seeking to nurture an active lifestyle, responsibility, self-esteem, confidence, resilience and more. Our aim is to equip young people with the skills they need to succeed in their lives and their community. This includes the ability to deal with their own challenges, to think for themselves, to mentor and influence, and to make healthy life choices. This we support through a range of workshops that form a core part of our programme delivery.

#### ***Being part of something positive***

- Exclusion and isolation are significant issues for many of the young people on our programmes. We want our participants to feel that they have an opportunity to succeed, that their voices matter and that they are included in something bigger than themselves. Our programmes draw people into group activities with others experiencing similar issues, fostering an attitude of tackling problems together and supporting others in their peer groups.

#### ***Communication, Teamwork and Leadership***

- Building social skills is vital for our participants as many have limited opportunity to develop these elsewhere. All our programmes are designed to support young people to develop their communication skills, learn about teamwork, promote good leadership skills and build positive relationships which can provide stability and security.

#### ***Volunteering and Community benefit***

- Our work is community focused – delivering grassroots programmes tackling local issues. We want our participants to feel safe and welcome in the places they live, but we also want them to take pride in where they are from and to want to give back to their community, acting as role models and leaders. We also want our coaches and volunteers to feel connected to their programmes and invested in their success.

The Charity Sector continues to evolve in order to maintain, as well as build, public trust at a time when there is an increasing demand on our charitable support from society more widely. The last couple of years have highlighted many of the issues faced by young people from deprived backgrounds, and those who have a disability, and it is the aim of the Taverners to expand the support that we can provide to participants from those communities.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021

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### The Need

The Taverners seek to empower young people who are currently considered to be either disadvantaged or have a disability. We are one of many different charities who use different approaches to engage with young people. We use cricket.

#### Within the UK

- 1.6 million young people in England, aged between 5 and 24 years old, have a disability;
- 25% of disabled young people took part in an organised activity session in the last year, compared with 36% of non-disabled people;
- 350,000 young people are living in the lowest 20 areas of socio-economic disadvantage;
- Child poverty in the UK affects some 4 million children;
- There are over 130,000 refugees in the UK, of which over 3,000 are unaccompanied children, and growing.
- Disabled young people aged between 16 and 18 are twice as likely as those without a disability, to not be in education, employment or training;
- 77% of disabled young people report feeling lonely on any given day;
- 2020 saw a 6% increase in knife crimes in England and Wales to over 46,000.

### Our Impact

Despite Covid, 10,872 participants took part in our cricket programmes during the year to September 2021, engaging with thousands of individual coaching sessions across the UK. As a result of this our participants told us, despite the lockdowns, that as a result of their participation in our programmes including digitally:

- 89% of them feel better about themselves;
- 88% felt more independent;
- 84% felt more optimistic about the future;
- 93% felt more included;
- 81% had made new friends;
- 85% now felt more independent.

### Covid

Throughout the Trustees Report we refer to the impact of Covid in particular areas. In summary our Covid deficit is over the next twelve months. During the last two years:

- Our event income fell away by in excess of £1 million each year;
- Our programmes went online, which combined with a slowdown in minibuses saved a similar amount
- Our team contracted for a variety of reasons, particularly around fundraising, and we took the decision not to recruit until the outlook became clearer.

We are now investing again in building that fundraising capacity, however we recognise it will take time to see a return on that investment.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021

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### Our Programmes

At the Lord's Taverners we facilitate the development and delivery of **quality cricket programmes** for the benefit of young people across the country. Our focus is to design and manage programmes for young people who face inequality. We specifically seek to engage and empower young people from communities where a range of social and economic, as well as personal, challenges present barriers and lack of opportunity. Our work predominantly focuses on providing Cricket programmes as a means to engage and empower young people with physical and / or learning disabilities up to the age of 25.

We manage and evaluate our programmes so that we can continually improve their effectiveness, enhance their impact for our participants, and to ensure that their expansion is based on need and evidence. This process is undertaken in-house and is supported by recognised charity research agencies to ensure we maintain a strategic framework to our programmes.

We also manage a range of **grant-based programmes** focused primarily on the provision of transport and support for junior sports development to enable disabled young people to have increased opportunity to participate in sport and recreation. With an increasing focus on the growing demand placed upon us for our core programmes, we are planning to review our grant-based programmes for transport and other cash or asset donations and assess where we are most impactful and where all of our stakeholders can be certain that we are moving towards the most (social) return on our investment.

### Cricket Programmes

Our cricket programmes are predominantly partnerships, bringing together County Cricket Boards, local community groups, workshop providers, and others to best satisfy local needs. This enables us, for example, to harness local knowledge at a granular level in bringing participants to the programme. Equally important, our delivery structure with the Counties ensures that the development officers and coaches involved can, where appropriate, benefit from the ECB's extensive safeguarding policies and training of development officers and coaches to best protect the young people we support.

The main cricket programmes are:

**Super 1s**, focusing on young people who may have physical and/or learning disabilities

**Table Cricket**, a version of cricket designed for young people who use wheelchairs, but is played by young people with both physical and learning disabilities;

**Wicketz**, focusing on young people from communities facing inequality

**Kit Recycling**, collecting and redistributing kit in the UK and around the world to enable young people to play sport



# THE LORD'S TAVERNERS LIMITED

Report of the Trustees (incorporating the Report of the Directors)  
for the year ended 30 September 2021

## Super 1s

Focused on young  
people with a disability

**2020-21**  
990 participants  
23% Female participation

### What is Super 1s?

Super 1s gives young people with a disability aged 12 – 25 the chance to play regular, competitive cricket. By creating community cricket hubs where young people can receive coaching, we give participants the chance to compete against their peers and enjoy the benefits of playing sport.

The competition provided by Super 1s gives participants a real sense of achievement, with many of the county and regional finals being held at iconic cricketing venues including Edgbaston, Emirates Old Trafford and Lord's.

### How Super 1s helps young people

For many young people with a disability, loneliness has been identified as a major issue, and opportunities to take part in regular competitive sport can be extremely limited. Super 1s provides these opportunities and helps young people realise their potential. It improves their physical and mental well-being, giving a sense of belonging as they make friends and gain skills for life such as confidence and independence.

Many of the young people who have engaged in the programme now act as role models for the next group of participants, whether as a player, coach or a volunteer. This is a crucial element of the programme, as it empowers the young people to realise what they can achieve.

### Super 1s Locations



*"Super 1s is not only about access to sport, although of course that is important. Super 1s is also helping young people develop important life skills, like confidence, self-esteem, and leadership. It also builds friendships, and reduces isolation. We know that sport has an amazing power to bring people together. At the Berkeley Foundation we are really proud to be working with such a dedicated, ambitious group of partners."*

*In March 2020, Covid-19 stopped play across the country, and the vital support that Super 1s brings to young people could have disappeared. The Lord's Taverners and all the local County Cricket Boards worked hard to adapt so that the young people could come together online. There is no substitute for playing together in real life, but the team did an incredible job in keeping the whole Lord's Taverners family connected. During lockdowns and isolation this digital community was a real lifeline."*

*The Super 1s programme is a great example of partnership working. By trusting each other and coming together, we have created something that has a real impact. Looking back at the last seven years it's amazing to see how far it's come."*

Berkeley Foundation, Financial partners of the  
Supers 1s Programme

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The geographic range shown above continues to expand thanks to the valuable support of Berkeley Foundation, the England and Wales Cricket Board and Sport England.

Our game changing partnership with the England and Wales Cricket Board (ECB) will see Super 1s launched in every county and help develop a more sustainable table cricket offer – increasing participation, inspiring social change and empowering tens of thousands more young people to fulfil their potential and build life skills through the sport. The collaboration will see both Super 1s and Table Cricket active in all 39 counties by the end of 2024.

Nick Pryde, Director of Participation and Growth at ECB: *"We're committed to making cricket as inclusive and diverse as possible and this partnership will be a big driving force towards that. Bringing Super 1s to every county really will change lives. It's a fantastic way to increase accessibility and show that cricket can be a game for everyone."*

### How Covid has impacted Super 1s

2019 saw our first Super 1s residential which included workshops on healthy eating, nutrition, and employability, but more importantly instilled confidence, social skills and independence in many of the participants. Residential – an important part of the development of Super 1s – did not take place in 2020 and 2021, and we are planning for these to be reinstated and expanded in 2022.

The creation of the Super 1s Online Hub enabled many of our participants to remain active in their homes with their families and helped their mental wellbeing. This Hub was supported by regular Zoom meetings of beneficiary groups. A new task or challenge would be set each week – often by members of the England disability cricket squad as well as individuals such as Dom Bess and Dan Norcross. The hubs also provided advice on how best to keep body and mind active and information for parents and participants on how to access additional support.



**2020-21**  
7,957 participants

### What is Table Cricket?

Table cricket is an adapted version of cricket, played on a table tennis table and specially designed to give young disabled people the chance to play and compete.

The game is strategic, with different scoring zones around the table and, just like in regular cricket, fielders have to be carefully positioned to prevent runs or to get the batter out.

Teams of six take it in turn to bowl or bat, with the bowler using a ramp to deliver the ball (either a regular ball that runs true or a weighted one that swings around). The batter scores by hitting the ball into the scoring zones, avoiding the fielders if they can.

Regional competitions normally lead to the National Finals at Lord's providing a significant personal sporting goal for young people who may have felt such opportunities were not available.

### How Table Cricket helps young people

Alongside the enjoyment of playing the game and competing, table cricket has been shown to develop teamwork and social skills among players. It also helps coordination and cognitive skills together with, due to the nature of cricket, arithmetic skills.

The game is played by young people with both learning and physical disabilities. It enables young people to understand tactics, draw the best out of team players and to build a social life. It is particularly important for those who use a wheelchair where local sporting opportunities are limited.

For the young volunteers involved in coaching and umpiring, table cricket helps to develop self-confidence and enhances their future employment prospects.

# THE LORD'S TAVERNERS LIMITED

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### The Table Cricket Journey

Table cricket is delivered primarily in schools across the UK. While it is played by young people with learning disabilities as well as physical disabilities, we have recognised that it is one of the few available options for the latter group of young people who are often unable to take part in other sports designed for ambulant individuals. It has also been adopted by our sister charities in Ireland and South Africa.

In early 2019 we embarked on a major redesign of the table cricket equipment with the key aims of:

- Ensuring greater robustness;
- An improved appearance which would appeal to young people in the 21<sup>st</sup> century;
- Having a "product" that would appeal both within and outside the schools environment;
- An affordable price point for schools and others to engage with the sport.

We have been working with Robert Gordon University on the design and development of this and we were delighted to see working prototypes of the new kit being showcased at the Super 1s Awards evening in October 2021. The kit is now being adjusted and will have rigorous testing with a selection of schools and we are now planning to launch the new kit for the new school year starting Autumn 2022.

### How Covid has impacted Table Cricket

Covid has had a significant impact on the programme. Table Cricket typically is played in schools and is generally organised between two teams of 6 players. Inevitably participation has therefore been limited by the creation of "year" bubbles within the schools, and by the restrictions on group sizes. In addition, the pressures on teachers to maintain their curriculum-based activities have limited the time available for activities such as Table Cricket. As well as these limitations, the national competitions – a highlight of the year for participants – unfortunately had to be cancelled for 2021. We were delighted to be able to run a number of regional competition days and it is clear that there remains a strong interest in Table Cricket.

As with our other cricket programmes we created on-line hubs which have provided weekly drills and exercises to enable young people to engage with Table Cricket in a home environment.

As noted above Covid meant significant delays in the design and creation of the next generation of table cricket kit. In particular, air management issues prevented the 3d printing of samples to be tested and the inability to visit schools meant that prototype testing was significantly delayed.



Focused on  
disadvantaged  
young people

**2020-21**  
1,925 participants  
17% female participation

### What is Wicketz?

Wicketz is a cricket programme for young people aged 8 – 19, living in challenging communities. By establishing sustainable community hubs, we provide year-round weekly cricket sessions with a focus on breaking down barriers, developing crucial skills, creating stronger communities and enabling brighter futures for those taking part.

Each Wicketz project has a dedicated development officer responsible for the running of multiple local hubs within the area. They work closely with the young people that come along to the sessions, many of whom are from hard-to-reach groups, including young offenders, refugees and excluded pupils.

### How Wicketz helps young people

Through cricket, Wicketz aims to tackle local issues affecting young people and their communities. Alongside cricket coaching and games, the young people taking part have the choice to learn from role models, community leaders, local authorities and other. Specially designed workshops also boost well-being, social education, community awareness, promote positive life choice and develop new life skills.

# THE LORD'S TAVERNERS LIMITED

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## How Covid impacted Wicketz

The Charity, working closely with the County Cricket Boards and the local development officers, replaced weekly delivery sessions with a series of exercises, challenges and tasks through the Online Wicketz Hub. This has enabled, through weekly targets, many of our participants to remain active in their homes with their families and helped their physical and mental well-being. This was supported in many areas by regular Zoom meetings for participant groups.

In addition, we provided competitions and other regular engagement with participants as the lockdown extended, and it was not until May 2021 that we saw a move back towards delivering meaningful sessions on a weekly basis in real life.

## Wicketz locations



*"Over the last 2 years Spirit has supported Lord's Taverners and Cricket Scotland through the Wicketz programme in Glasgow. Wicketz Glasgow brought diverse, and at risk, young people from disadvantaged areas of the city together to develop and learn through cricket. They supported young people to learn new skills, make healthier choices and become, and stay, active."*

*"[We were] fortunate enough to visit a session in action one evening. A typical Glasgow evening with the rain bouncing off the ground but still around a dozen young people made it out that night. That in itself is telling and indicates what Wicketz means to those young people. Wicketz inspires! When it's put in the hands of inspiring leaders then we see transformational change and that's what happened in Wicketz Glasgow."*

*"When those young people needed Wicketz most – like during a global pandemic, the programme stepped up and responded to the crisis. We funded the Wicketz programme in Glasgow to change lives, and that's what it did. Thank you and good luck for the future."*

*Spirit of 2012, financial supporters of Wicketz, Glasgow*

# THE LORD'S TAVERNERS LIMITED

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## Workshops

Within our Super 1s and Wicketz programmes we refer to the use of workshops. Here are some examples of just some of the 265 workshops we have delivered in the past two years to develop the thinking, aspirations and prospects of our participants.

- Crime avoidance (e.g. drugs, gangs, knife crime)
- Cyberbullying and online safety
- Healthy lifestyle (e.g. diet, nutrition, exercise, self-care)
- Cultural identity and challenging stereotypes
- Personal aspirations and youth voice
- Employability skills
- Team skills, leadership and mentoring
- Safety (fire, rail, water, sun)
- Mental health awareness
- First aid
- Environmental



Sports Kit Recycling

**2020-21**

Over 13,000 items of kit delivered (3.87 tonnes)  
to 7 countries

### What is Kit recycling?

Many young people in the UK and abroad find it hard to access sport, with one of the main barriers being a simple lack of access to the right kit and equipment.

Our sports kit recycling programme collects usable kit from across the UK through a network of local 'collection hubs', often located at County Cricket grounds, from where it is transferred to our main warehouse near Ipswich.

The kit is then sorted and redistributed to partner organisations within the UK and around the world, who can put it to great use in their communities.

### How recycled kit helps young people

The benefits of playing cricket and other sports are numerous. Having the correct kit gives more young people the opportunity to play sport and develop crucial life skills such as teamwork, communication and confidence, alongside improving their overall health and wellbeing.

In recent years, we have sent large amounts of kit to projects throughout the world including India, Germany, Antigua, Brazil, Romania, Rwanda, Uganda, The Gambia, and Mexico, as well as across the UK.

### The Kit Recycling Journey

Prior to the impact of Covid in 2020, the Kit recycling programme had continued to grow and in January 2020 the programme moved into new premises in Ipswich, with a larger floor space, better ventilation, and with a goods in and a goods out area. This has made the organisation of receiving, sorting and dispatching kit far more efficient. We continue to receive applications from around the world, and the deliveries are continuing with our partners.

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## How Covid has impacted Kit recycling

We have continued to deliver recycled kit, albeit at a reduced level, to countries around the world and have also been able to use some of the lockdown period to organise the new warehouse to meet our needs.

The main impact for us has been local collections. While we continue to have facilities for members of the public (and local clubs) to deposit kit at county grounds and other local collection points, the current situation has meant that we have not been able to gain access to those points to bring that kit to our warehouse. This has slowed the flow of kit and clearing the local collection points is a key priority for the first part of 2022.

## Grants

Alongside our cricket programmes the Lord's Taverners support other organisations through grants, where aims are similar or complement those of the Charity.

### Sports Related Grants

Registered as a charity in its own right, the **Johnners Trust** supports the development of young visually impaired ("VI") cricketers through an annual development tournament each year and close working relationships with Blind Cricket England and Wales and the ECB in developing a girls' VI cricket programme. Due to the impact of Covid, these development festivals were not able to happen in 2021; however the Trust remains committed to this area of cricket development. It also continues to support the development of aspiring young cricketers through awarding scholarships to support talented young players at county academies and university. This has helped to produce cricketers now playing at county and international level. While coaching has been scaled back, the families of the young people concerned have had additional hardships during 2021 and the scholar scheme has recognised this.



Fields in Trust has been a partner of the Lord's Taverners since the Charity was first founded in 1950. Their aim of protecting parks and green spaces that are under threat stems from a belief that everyone, irrespective of who they are and where they live, should have the right to enjoy and benefit from local parks and green spaces.

Parks and green spaces are proven to help people stay physically and mentally well. They are an important tool to drive social cohesion, combat loneliness and build community spirit. The Charity is proud to have entered into a five-year enhanced partnership with Fields in Trust for the development and preservation of green spaces, particularly in areas that complement our Wicketz activities.

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There is a distinct lack of opportunity for young people with disabilities to access sporting activities outside of the school environment. This is because of the difficulties they have in initially identifying suitable sporting opportunities and then subsequently accessing venues due to location, unavailability of suitable transport, lack of parental / carer engagement, cost and access to equipment. This is more prevalent in areas of higher deprivation.

We therefore offer clubs and young individuals financial support to purchase sports wheelchairs, allowing regular play, training and competition.

As a result of our partnerships with both Wheelchair Rugby and Basketball Scotland (in terms of their wheelchair basketball activity) more clubs have active junior sections, more young people are able to locally access wheelchair and disability sports, and many young players are fitter, have improved social and communication skills as well as self-confidence, and have that natural outlet that sport provides to young people.



### Minibuses

For many young people the ability to be transported out of their normal environments enables them to live more independent, enjoyable and fulfilled lives. For a few it can mean work, and for many it leads to improvements in physical, mental and emotional health. For those with severe disabilities this has helped development of coordination and communication, calmed anxieties and allowed them the confidence to participate, interact and make their own choices.

Lack of accessible transport and play equipment continues to be an issue for Special Educational Needs (SEN) schools and organisations.

Due to low levels of fundraising we were not able to commit to minibuses in 2021, however during the year (subject to the availability of vehicles) we fulfilled 16 minibuses that had been approved and committed in 2020.

We are conscious of the ongoing environmental debates and are working with our suppliers as to when suitable electric vehicles would be commercially available. We also anticipate that significant delays to supply due to covid and other global supply chain issues including the conflict in Europe, may also impact our ability to continue this work in the short to medium term.



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## About the Lord's Taverners

In 1950, a group of entertainers and their friends met in the Tavern at Lord's to talk cricket and also to work out how they would be able to put something back into the game they loved and help "less fortunate young people". Thus, the Lord's Taverners was born and it was not long before they were organising their first events, bringing together members with the common purpose of raising funds.

The Lord's Taverners registered as a company in 1957 and, following the introduction of the Charities Act in 1960, the company registered as a Charity in 1964. The objects for which the Charity is established are to promote amateur sport, in particular, but not limited to, cricket, and to provide (in the interests of social welfare) or to assist in the provision of recreational facilities for persons who are in conditions of need or hardship by reason of youth, age, disablement, social or economic circumstance.

We continue to work alongside our sister charities in Ireland, Australia, and South Africa - all independent charities in their own right with similar aims and culture to ourselves.

We were deeply saddened by the passing of our Founding Patron, HRH The Prince Phillip. Our thoughts are with his family as always. HRH The Prince Phillip had been Patron and Twelfth Man since our inception. His continued support and encouragement for the Taverners was hugely valued, as is the support of the team at Buckingham Palace. He will be sadly missed.

Our thanks go also to our President, David Gower OBE, who continues to embrace the Charity with a great passion and has been a great supporter over the last year and we would like to thank him for his support to date, both at events, in visiting some of our charitable programmes at work, and for his interest in the day-to-day activities of the organisation.

## Fundraising

### Our attitude to fundraising

The charity undertakes fundraising activity with Members and supporters via fundraising events, appeals, challenge events, and through subscriptions and donations in line with the Fundraising Code of Practice set by the Fundraising Regulator.

In terms of our approach to fundraising we recognise the trust that exists between the organisation and its supporters and as such they can be sure that:

- we would never pass on contact details without express consent;
- we would only contact individuals who have expressed an interest in our work;
- we do not engage in cold-calling;
- when requested to change how we communicate with individuals, we will respect that request;
- we endeavour to ensure that no one ever feels pressurised to support our work;
- we are registered with the Fundraising Regulator and with the Fundraising Preference Service and adhere to the Fundraising Code of Practice;
- we consider that all our activities are open, fair, honest and legal.

We undertake regular training updates for all our fundraising staff to reinforce our fundraising ethics. We have not received any complaints in the last twelve months in relation to our fundraising practices. We continue to monitor data management closely and, while our procedures set out the day-to-day tasks, the overriding principle of treating personal data with care and respect remains paramount.

### How do we normally fundraise?

The Lord's Taverners benefit from having a variety of sources of fundraising, many of which reflect the heritage of retaining the "Fun" in fundraising, while at the same time seeking to expand our supporter and Member base. For example, in a normal year close to 10,000 people would normally attend Christmas events organised by the Taverners across the UK each year.



# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021

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2021 saw the bringing together of all of our Members under a single category. This brought an end to the Charity's use of "Lady Taverners", thus presenting a clearer simpler image to the outside world and ensuring that we adopted a modern and inclusive approach so that all people regardless of their gender, background, or status could have equality.

### Events

Events are a core part of the culture of the organisation. As well as providing a forum for Members and supporters to socialise and to fundraise for our charitable programmes, they provide opportunities for our participants to speak directly to attendees about the impact that our programmes have, and thus build a better understanding of the way in which our work can help disadvantaged and disabled young people.

**Covid** has had a significant impact on the number and type of events we have been able to hold during the year. Our normal Christmas season in 2020 was limited to online events, and this continued through to the summer. Outdoor fundraisers – cricket matches and golf days – continued successfully, albeit modified to meet current circumstances. We were delighted that events started again in late summer and have continued into a successful Christmas season for 2021.

Our volunteer regional committees (we have over 50 regions around the country of which over 30, despite the impact of the pandemic, are generally active at any point in time) were able to organise a range of small events, online activities, and in summer months golf days and cricket matches. This maintained a sense of activity across the country and enabled those volunteers to plan for a post covid level of activity to which the Charity is now returning.

Our **Cricket committee** looks after the Lord's Taverners XI that play in matches raising awareness of the Charity, together with funds at venues as diverse as Goodwood, Bray, Cholmondeley Castle, Guernsey and Totteridge. The teams are often mixed gender and are drawn from the world of entertainment, sport, and also from the ECB's disability cricket squads.

The **Golf committee** organise a series of M25 based fundraising events as well as golf society days for members. Events such as the Long Room Concert and the Christmas Carol Service are organised by the **Music committee**, while on a purely social level the **Bridge committee** organises matches against MCC and House of Lords (amongst others). Each of these committees is volunteer led and is supported by the executive team.

That having been said – more than ever our thanks go to all the volunteers, Members, supporters, sponsors, and organisers across the country who enable the charity to continue to raise much needed funds through quizzes, wine tastings, virtual dinners, sponsored challenges, silent auctions and draws.

### Members

Our Members and Regions are a very special part of the Taverner community. As well as playing a major role in supporting our events on a regular basis, in London and nationally, they also provide us with a significant bank of volunteers who work with us both on our fundraising activities and in supporting our charitable programmes through volunteering, supporting presentations and working with the local schools and communities in identifying potential new projects. There are approximately 3,300 members of the Lord's Taverners Charity. Additionally, there are over 300 members of the Johnners Trust which is administered by the Lord's Taverners.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021

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### **Individual Supporters and Sponsors**

Many fantastic and generous individuals support our causes in many different ways, including participating in the London Marathon and other challenge events, undertaking sponsored activities, making one off donations, sponsoring our events or programmes and by making us a beneficiary of their estate in their will, either in terms of funds or of sporting and Taverners memorabilia collected over a lifetime.

During the **Covid** times we have seen numerous fundraising efforts on behalf of the Charity including participants in virtual marathons and sponsored events from home or within their local communities. This year special thanks go to the England Disability Cricket squad who undertook virtual fundraising to raise funds for the Super 1s programme, to the team behind the Masked Cricketer, and in particular to Lloyd Scott who undertook the Three Peaks challenge in a deep sea diving suit and to Michael Ferndale and his five "reverse" marathons in five days. Our thanks go to you and to everyone who has supported us during these times.

### **Strategic Relationships with businesses and other organisations**

Our corporate relationships take on many forms, generally linked to the corporate social responsibility and marketing engagement activities of organisations, but also increasingly tied into staff engagement and volunteering opportunities that our programmes present. These relationships have allowed us to increase our charitable reach and impact, while providing powerful community engagement, business, brand and staff development opportunities for our partners. Our website includes details of a number of our partners, and our thanks go to all of them.

### **Trusts and Foundations**

Our Trusts and Foundations team continue to build strong partnerships across all of our activities. Our reputation as a reliable delivery partner continues to open new doors for us and our investment in monitoring and evaluation is becoming recognised by our supporters.

As well as the organisations set out in Note 17 to the financial statements who have provided support specifically to our programmes, we would also like to thank everyone who has made general donations to the Charity, including:- People's Sport Trust (part of the People's Postcode Lottery), the Christopher Laing Foundation, Thorntons Charitable Trust, Corniche Trust, Cricket Umpires and Scorers Trust, Champions UK plc, Lesley Williams, Loppylugs and Barbara Morrison Trust, Elizabeth and Price Zaiger Trust, Advent of Change, Black Opal Travel, Howzat Golf, The Masked Cricketer, England Disability Cricket Squad, Roger and Maggie Smith, Lloyd Scott, Michael Ferndale, The Geoff & Fiona Squire Foundation, Seabourn Cruises, Duncan Sinclair, Robin Stanton-Gleaves, Dirk Odendaal Diamonds, Champions, Denness Luckhurst Foundation, Clyde and Co, Viking Cruises, our marathon runners and other challenge participants, and many others including many individuals - Thank you.

### **England and Wales Cricket Board**

In 2021 we launched a new multi-year partnership with the England and Wales Cricket Board to help tackle inequality and provide opportunities for young people who have disabilities to access cricket within their local communities. This will be achieved initially through the growth of the Super 1s programme into all 39 county cricket boards and the creation of localised community cricket hubs to provide young people living with a disability to have the chance to play regular and competitive cricket. Additionally, we will be looking to enhance our work in Special Educational Needs Schools to provide those with more limiting disabilities to engage in cricket through our Table Cricket programme.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

### Financial review

#### Introduction

The financial results for the year ended 30 September 2021 show a balanced position on unrestricted reserves. This has meant that the Charity remains confident as to its future financial position.

The following sets out some of the detail behind this position, and it is evident that several areas of the Charity's operations have been significantly impacted by the pandemic.

#### Financial Results

The financial results of the Charity are shown on page 34 in the Statement of Financial Activities. Below is a summary of the overall activity for the last three years:

	Year ended 30 September		
	2021	2020	2019
	£000	£000	£000
<b>Income</b>			
Fundraising events	885	2,043	3,839
Donations	2,693	2,233	2,311
Legacies	46	5	432
Subscriptions	300	311	317
Investment and other income	122	152	181
	<u>4,046</u>	<u>4,744</u>	<u>7,080</u>
Cost of events	(393)	(1,141)	(2,166)
Contribution from fundraising activity	<u>3,653</u>	<u>3,603</u>	<u>4,914</u>
Operating and fundraising costs	(1,549)	(1,455)	(1,447)
<b>Surplus of income over expenditure</b>	<u>2,104</u>	<u>2,148</u>	<u>3,467</u>
Operating and fundraising costs: Pence in the £	42.4p	40.4p	29.4p
<b>Less: Charitable expenditure</b>			
Cricket programmes	2,267	2,336	2,465
Minibuses	37	956	1,134
Disability grants	109	314	724
Johnners Trust	20	14	46
	<u>2,433</u>	<u>3,620</u>	<u>4,369</u>
<b>Net expenditure before profits on investments</b>	<u>(329)</u>	<u>(1,472)</u>	<u>(902)</u>
Net gains on investments	440	(153)	408
<b>Net income (expenditure) for the year</b>	<u>111</u>	<u>(1,625)</u>	<u>(494)</u>
<b>Funded by (from)</b>			
Unrestricted reserves	(33)	(479)	22
Restricted reserves	218	61	(40)
Designated Strategic Development reserve	-	(737)	(419)
Reserves designated for specific projects	(74)	(470)	(57)
	<u>111</u>	<u>(1,625)</u>	<u>(494)</u>

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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The Trustees anticipated a significant deficit for the financial year to September 2021, however the final outcome was a modest surplus. The key elements that have created this result are as follows:

- the various restrictions meant that programmes could not be delivered on a face-to-face basis for a significant part of the year. This reduced our programme costs as development officers were furloughed and venue costs were not incurred. Instead, our programmes were delivered through online platforms;
- fundraising events (normally generating approximately £1.5m a year, net of direct event costs) suffered significantly, falling to just under £500,000 in the year to September 2021;
- there was a lower level of engagement by corporates due to their own commercial pressures;
- The investment gains made within our investment portfolio;
- given lower level of resources we suspended minibus grants for the year, reflecting also the fact that the schools themselves were focussing on student delivery.

The ongoing support of People's Sports Trust (enhanced in the year) and Berkeley Foundation were important for the Charity, as was the new multi-year partnership with the England and Wales Cricket Board secured at the beginning of 2021. These, coupled with the uplift in the value of the investment portfolio, led to an overall balanced position.

### **The impact of Covid – Financial and non-Financial**

#### ***Operational, including staff***

During a large part of the year we continued to allow all staff to work from home and ensured there were adequate systems and connectivity in place to ensure that this could happen. We also provided sources of support via our HR advisers, through the private medical scheme helplines, the introduction of a general Employee Assistance Programme with Health Assured, and specific support for individuals as and when required.

Where appropriate to the business needs of the Charity we furloughed individuals either full time or part time, maintaining contact with them to ensure they remained engaged with the Charity when they returned from furlough. In addition, we retained a flexible approach to where staff worked from, responding positively to requests from members of staff who wished to work from different locations – be they elsewhere in the UK with family or, in a couple of cases, with family overseas. We continued to ensure that the office was safe and secure for any individuals who, either because of their role or because of their own mental well-being, wished to work in the office from time to time.

All of our meetings, be they Trustees, Committees, Staff, or otherwise continued to be online through platforms such as Teams and Zoom.

In line with government guidance, the last eighteen months have seen a mixture of working from home, and hybrid office working. Throughout this period we have consulted staff and, generally, when permitted, we have seen employees in the office for two days a week, with some attending more often. Our meetings have been largely hybrid, however we are now seeing a return to full physical committee meetings and there is no doubt that in-person conversations have been missed and play an important part in communication. We continue to offer hybrid solutions to enable people to attend remotely where they feel more comfortable doing so.

We believe that operational efficiency has been maintained during this period, however it is acknowledged that it has placed significant additional pressures on many members of staff and the Board would like to thank the staff team for their support during this period.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### **Income**

As can be seen from the financial results revenue generation was significantly hit, primarily in the following areas:

- We were not able to hold fundraising events across the UK during a large part of the year. This is an important area of fundraising for the Charity, typically generating £1.5m towards our programmes. Events started to be held in summer 2021 and as can be seen from the Annual Report they have made a modest contribution to the Charity;
- A number of our events, while having the aim of raising funds, have inevitably had a focus on communication and reconnection and to date these have been well attended;
- Our plans for the development of Corporate fundraising were significantly impeded by the continuing pandemic however we believe we are well placed for 2022 to expand this area.

The end of the financial year and the period through to Christmas has seen a significant return to events, and while attendances were lower following the pandemic, we are seeing much needed funds being raised at these events for our programmes.

### **Financial Commentary**

Income for the financial year fell from £4.7m to £4.0m as a result primarily of the cancellation of all but a few of our traditional fundraising events. 2019, the last "normal" year, showed gross event turnover of £3.8m. 2020 saw this reduced to just over £2m (benefiting from the Christmas 2019 season), and in 2021 it was further reduced to just under £900,000. After deducting the direct cost of events, this was a fall in event contribution from £1.67m to less than £500,000.

Our donation income has improved from £2.23m to £2.69m through the new partnership with England and Wales Cricket Board, and additional support from People's Sports Trust (part of PPL) and Sport England and we are grateful for these important contributions to the Charity.

Our other income sources have maintained its 2020 levels – a strong indication of the continued support for our charitable purposes from our existing Members and partners.

In terms of our total fundraising expenditure this has gone down from £2.6m in 2020 to £1.9m in 2021 – again a direct function of the cancellation of events and therefore costs such as venues, catering, auction prizes, etc. are significantly reduced year on year.

Overall, our charitable expenditure has also fallen from £3.62m to £2.43m, being the net effect of the following:

**Cricket programmes for young people with disabilities and / or from disadvantaged communities** has seen an expansion in terms of geographic coverage, particularly within Super 1s; however this has been offset by the need, as referred to previously, to suspend face to face programme delivery in favour of online hubs. While there are variations in the direct costs, the level of programme management resources needed for these transitions from face to face to virtual and then back is significant, hence overall expenditure has remained similar to 2020;

**Minibus grants** were suspended for the year to September 2021, however there was still programme team time and costs involved in ensuring that grants approved in 2020 were delivered.

**Disability and Special Needs grants** have reduced to £109,000 from £314,000 as a direct consequence of a strategic decision to move away from this area as a core part of our charitable activity.

**Johnners Trust** normally supports development festivals in the area of Visually Impaired cricket; these events did not happen in summer 2021. The Trust continues to support emerging young players, many of whom have been placed in greater hardship as a result of the pandemic, through travel and equipment grants.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### **Operating and fundraising costs**

All of the costs of the Charity are related, either directly or indirectly, to our charitable purposes. In looking at costs it is important to appreciate the judgments involved in how costs are reflected in the annual financial statements.

The Charity's cost structure falls into departmental headings and the following gives a broad indication of how costs incurred in each of those areas are treated:

- Charitable Programmes team – being the individuals who manage each of our programmes and also gather data to enable us to report on the impact of our programmes to our supporters and to the general public. Their costs are directly attributable to the underlying programmes;
- Marketing and Communications team – whose role is to ensure that as far as possible there is a good awareness of the charitable work that we are delivering, and also the events that we are organising in order to raise funds to support our future activity. Their costs are split between charitable activity and fundraising;
- Events team – organising our main events from Chancery Lane with the prime purpose of raising funds for our future charitable activity. There is generally an element within our events which focusses on the impact our programmes have had, and the successes we have achieved, but the majority of their costs are regarded as operating and fundraising costs;
- Regions team – supporting our volunteer regions both in their fundraising activities, and also in their awareness programmes, and in identifying potential beneficiary organisations in their local areas. Again, the majority of their costs are regarded as operating and fundraising costs;
- Fundraising team (in relation to corporates as well as from charitable trusts and foundations) – their costs are regarded predominantly as operating and fundraising costs;
- Membership team – as well as providing an annual donation, a number of our Members also support our events and provide financial support directly towards our programmes. The costs of supporting the membership and membership communications is regarded as predominantly operating and fundraising costs;
- Finance, administration, and CEO team – this team supports both our fundraising functions and the charitable programme activity and, having regard to the levels of activity and the volume of transactions, their costs are split between charitable programme costs and fundraising and operating costs;
- Office and other related costs – in general these costs will be split, based on the allocation of employee costs, as between charitable programmes, and operating and fundraising costs. Some specific areas – for example those involved with governance – are regarded as operating costs.

Our operating and fundraising costs as a proportion of contribution from fundraising activities has inevitably risen over the last two years, as income has fallen, and is currently at 40p. It should be borne in mind that the operational team is structured to deliver far higher levels of fundraising than has been possible during Covid. This is expected to fall to approximately 25p in the financial year to September 2022 and to be further reduced over the future years.

A large part of our fundraising costs are people and we took advantage of the various government job support schemes (the grants are included in income) to retain where appropriate operational capability.

We have a number of different income streams, as a result of which the traditional charity fundraising ratios do not always necessarily apply. These income streams include:

- Membership subscriptions, although a low source of income, typically have a higher cost ratio due to mailings, database maintenance and our governance and election processes. Importantly though it is this membership base that adds strength to our events proposition;

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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- Our events are managed by an in-house team of staff as opposed to being contracted out and this also increases our overhead ratio. We do this because we run a number of Member supported events, and it is beneficial in organising these for the team to have personal knowledge of our Members and supporters;
- The Regions operate with a high degree of autonomy and therefore a lower proportion of their funds raised go on support costs – although this may increase with central support on flyers, branding, sourcing auction items and other factors;
- While events income is under increased pressure, they do remain an important mechanism for communicating with our partners and supporters, and showcasing the work we undertake.

### Result for the year

The overall surplus for the year was £111,000, including a surplus on the investment portfolio of £440,000. In terms of our undesignated unrestricted reserve this fell by £33,000 in the period. The remaining part, being a surplus, arose through raising restricted funds in the year to September 2021 which will then be spent on specific charitable activity in the year to 30 September 2022.

In addition we used part of our designated funds to fund our annual support of Fields in Trust (£70,000) and for Table Cricket kit development (£4,000).

### Investments

The Charity's investments are managed by Close Brothers Asset Management Limited. The investment criteria comprise the following broad investment parameters:

- Preservation of value in real terms;
- Achieve capital growth overall (a targeted average annual total return of 4% above RPI was considered an appropriate target over the investment life of the portfolio); and
- Currently considered to be a medium-term portfolio – i.e., 5 – 7 years.

The risk profile was seen as low-medium and the return is evaluated on a total return (i.e., not distinguishing between capital and income) basis. As at 30 September 2021 the investment portfolio was valued at £4,993,000. The portfolio opened the year with a valuation of £5,207,000 and during the financial year £750,000 was drawdown. Adjusting for this drawdown indicates a total return during the period of approximately 12%.

Since the end of the financial year up to 30<sup>th</sup> March 2022 the Close Portfolio has grown to £5,154,000, an increase of just over 3%.

The portfolio comprises a mixture of equities and bonds and further analysis is provided in the financial statements. The Investment manager has confirmed that if there was a requirement to access cash, that at least 90% of the portfolio could be realised with a negligible impact on value.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### Strategy

Although the Covid situation has clearly had a significant impact on the Charity, it has also provided an opportunity to take stock, and to consider our strategic direction as we emerge from the current situation. The Leadership Team and the Trustees have developed a strategy for the next three to five years, that includes the following seven key goals:

**1. To become a Values led organisation.**

To embed a culture whereby all of our decisions are driven by placing young people facing inequality at the heart of our decision making and actions. We need to continue to commit to equality, diversity and inclusion to be at the centre of our organisation, not just our participants.

**2. To be driven by insight**

Decision making across the Charity should be driven by insight, not just data. Creating a culture of continual learning and refresh enables insight to inform and drive our decision making, be it in programme development, fundraising, or business planning.

**3. To be impactful**

To continue to develop our understanding of the impact that our programmes have on both participants on an individual basis, and on those around them – families, communities, and friends. This requires a continual process of self-examination, and a transparent and open environment in which both successes can be celebrated, but also areas of concern or improvement can be discussed and developed openly,

Being impactful will also drive our charitable focus – enabling us to focus on areas where we have direct impact on the experiences and lives of participants.

**4. To grow our reach to those who need us most**

Prioritising the sustainable growth of our programmes to the communities and young people within them who need us most is a priority.

**5. To positively influence and lead social change**

To become a recognised and credible leader in our industry through the work we do to positively influence policy and decision making. Alongside this we would seek to collaborate with other people and organisations to positively influence and shape thinking, approaches attitudes and behaviours to overcome inequalities.

**6. To create a more sustainable income model**

We will seek to broaden and diversify our income streams to de-risk the charity from over reliance on single sources and types of income. We would seek to expand and diversify our supporter base, and as part of this grow and invest in the development and stewardship of our membership.

On the back of our programmes we would continue to build a partnership driven approach to fundraising.

**7. To become a high performing organisation**

This requires a continuous cycle of reviewing and improving our business processes and systems, ensuring a modern, effective and efficient organisation where policies, processes and systems are continuously improved. This includes a marketing and communications narrative that is always on message, designed to inform and improve understanding of the Charity and its impact, continual improvement to financial architecture and management and being fully transparent and accountable for performance and achievements against objectives.



# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

### Reserves

The reserves can therefore be summarised as follows:

	£000	
Unrestricted reserves (undesignated)		General reserves to ensure continuity
The Charity	3,593	
Subsidiaries	145	
	<hr/>	
	3,738	
Designated Funds		Funds set aside by Trustees for specific purposes
National Cricket Disability Centre	500	
Table Cricket Development	539	
Programme Evaluation	200	
Super 1s Development	100	
Fields in Trust partnership	210	
	<hr/>	
	1,549	
Restricted reserves	300	Funds donated for specific purposes
	<hr/>	
	5,587	
	<hr/>	

### Unrestricted Reserves

The Trustees have considered the appropriate level of unrestricted reserves having regard to the identified risks that could have a serious impact on the Charity's ability to raise funds, and in the context of Charity Commission Publication 19 "Building Resilience". In identifying the target level of unrestricted reserves, which would be reconsidered at the end of each financial year, the Trustees consider the difference between the level of expenditure, including overheads and charitable programmes, that they consider should represent continuation of the current activity at an acceptable level, and a conservative level of income that the Trustees can expect to be received.

The Trustees have considered budgeted total expenditure (taking into account both charitable expenditure, and staff/office/fundraising costs) and, to the extent that is not covered by contracted restricted income, considered that a reserves policy of holding between four and seven months of that net expenditure as unrestricted reserves is appropriate for the Charity.

In considering this the Trustees have taken account of:

- The various sources of income and the degree of reliance that can be placed on each of those, informed by the experience of the last two years in particular;
- The risks faced by the Charity in various areas, including working capital, income shortfall, contractual obligations, and the need to be able to react effectively to changing circumstances.

Based on the above the Trustees have identified that they need to retain unrestricted reserves for the Charity of £2,398,500.

The unrestricted reserves of the Charity as at 30 September 2021 were £3,593,000, which is £1.19m over the target level. The Trustees expect the Charity's actual position to align itself with the target position through:

- Investment in capacity within the Charity, particularly around fundraising, reflected in the planned deficit for the financial years to 30 September 2022 and 2023;
- Specific investment over the next eighteen months in technology and infrastructure in order to further modernise the Charity in accordance with its strategic objectives;
- An increase over time of the target unrestricted reserves level as the Charity expands.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### **Designated Reserves**

The Trustees have created the following designated funds out of the Special Projects Fund:

Table Cricket Development Fund £600,000, of which £61,000 has been expended, leaving a balance of £539,000.

This is to finance the redesign and replacement of the table cricket kit currently in existence, improving the durability of the product, the ease of set up, and creating an enhanced appeal for young people. Covid has significantly delayed this project. We now have prototypes undergoing evaluation and testing and it is expected that in summer 2022 we will move into manufacture and distribution and expect this designated reserve to be largely utilised during the next twelve months.

Independent programme evaluation Fund - £200,000

As our programmes expand, the Trustees believe that in 2022/2023 a full independent review of the effectiveness of our programmes should be undertaken, and funds have been set aside to commission that review and implement its recommendations.

Super 1s Development fund - £500,000 of which £100,000 is carried forward

As a consequence of our agreement with the England and Wales Cricket Board for the expansion of disability cricket, particularly Super 1s, the Trustees set aside a sum of £500,000 to fund the expansion of activity in advance of the ECB agreement commencing. Given the delays in returning to face-to-face activity, the balance brought forward of £100,000 will now be used during the year ending 30 September 2022.

National Disability Cricket Centre, Worcester - £500,000

The Trustees have set aside a sum of £500,000 for a potential investment alongside ECB and the University of Worcester in a new dedicated disability cricket centre linked to the University of Worcester, and to complement the New Road cricket ground which is to be the main venue for major disability cricket fixtures. The University has now received planning consent and is commencing construction. We are now finalising our arrangements in relation to our support and we expect to make the grant during 2022.

Fields in Trust Partnership - £350,000 of which £140,000 has been utilised

The charity has entered into a five-year partnership with Fields in Trust for the protection and maintenance of green field spaces that complement our Wicketz activity across the UK. Under this agreement the Charity has agreed to commit £70,000 a year.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### Our Governance Structure

#### Our primary purposes and public benefit

We carry out a range of activities with the main aim of empowering disadvantaged young people and those with a disability through cricket. We believe that sport, and particularly cricket, can help young people gain confidence as well as build social skills, leadership, and also engage with their communities. We believe that this enhances their prospects in later life.

We therefore believe that we meet the public benefit requirements as set out within the Charity Commission's guidance. Furthermore, public benefit guidance plays a central role in developing our future strategy.

#### Our Board of Trustees

The Trustees, who are also directors of the Company under Company Law, as at the date of this report are set out on page 1. The Trustees who served during the financial year are as follows:

Tim Luckhurst	Chair
Sandra Verkuyten OBE	Vice-Chair
Richard White FCA	Treasurer
Suzy Christopher	Appointed 14 October 2020
Mike Gatting OBE	
Abeed Janmohamed	Appointed 14 September 2021
Gordon Kennedy	
Ian Martin	
Julie Norris	Appointed 20 October 2020
Caj Sohal	
Alistair Subba Row	
Bob Bevan MBE	Appointed 14 September 2021, Resigned 28 October 2021
John Taylor	Resigned 14 September 2021

John Taylor came to the end of his term as an Elected Trustee and chose not to stand for election again. Bob Bevan was elected as a Trustee prior to the 2021 AGM and was formally appointed on 14 September 2021. He then stood down on 28 October 2021. The Board would like to thank both of them for their contribution to both the Board and the Charity during their term of office, and look forward to their future support of the Charity.

#### How does an individual become a Trustee?

The Board comprises up to twelve Trustees of whom:

- Seven are elected by the Members; and
- Up to Five are Appointed by the Board, based on recommendations from the Nominations Committee.

#### *Elected Trustees*

Elected Trustees are voted on each year by the Members of the Lord's Taverners, normally prior to the Annual General Meeting, for a term of three years. Each year at least two Elected places are made available (generally due to Trustees reaching the end of a three year term, or through a vacancy arising) and no Elected Trustee is allowed to serve more than nine consecutive years in office.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### *Appointed Trustees*

If the Trustees, in discussion with the Nominations Committee, do not consider that there are the requisite skills on the Board, then they have the right to appoint up to five additional Trustees to provide those skills. The Nominations Committee is then asked to oversee the process whereby individuals can apply to become a Trustee, be interviewed, and then be recommended to the Board. Appointed Trustees are for terms of up to three years, after which their re-appointment would be reviewed. No Appointed Trustee is allowed to serve more than nine consecutive years.

The **Nominations Committee** has specific responsibility for the management of the election or ballot process for the election of Elected Trustees, including the provision of guidance to the Trustees and to the Members on the strengths and weaknesses of candidates in those elections. In addition, it also provides guidance (and if appropriate will make recommendations) to the Trustees on candidates for Appointed Trustee positions. To ensure its independence, the majority of the Committee's members are not Trustees.

The Trustee representative on this Committee is Richard White.

The Trustees are committed to ensuring that the Board has the skills and experience to be able to oversee the activities of the Charity and to set its strategy. The way in which individuals become trustees is therefore kept under constant review.

### **Trustee delegation and conduct**

The Trustees have overall responsibility for the organisation including its strategy. Day-to-day responsibility for the operation of the organisation is delegated to the Chief Executive and their team.

Trustees receive details of the responsibilities of a charity trustee on nomination for election. Following election or appointment Trustees receive additional information on the organisation, together with the opportunity to meet with the Chairman and members of the Senior Leadership Team to discuss aspects of the strategy, operation and governance of the business, and are also encouraged to attend an external course on trustee duties should they request it. They also have an induction session which would normally be led by a member of the Governance and Finance Committee.

The following activities support the Trustees in fulfilling their responsibilities:

- The Trustee Board meets at least six times a year, normally with the Senior Leadership Team, to review the activity of the charity;
- Outside of the Trustee meetings there are regular meetings between the Chair of the Board and the Chief Executive, between the Honorary Treasurer and the Chief Operating Officer, and between various other Trustees and members of the management team;
- The delegation of certain elements of the organisation's responsibilities to sub-committees, each of which comprises at least one Trustee, Members with particular skills in the relevant area, and members of the executive team responsible for that activity; and
- The preparation of regular reports covering all significant aspects of the organisation, circulated to relevant committees and to Trustees.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### **Our Committees**

The Trustees have established a number of committees in order to have oversight of various aspects of the Charity. Each committee has its own terms of reference and has at least one Trustee representative. The principal Committees are as follows:

**Governance and Finance Committee** – Trustee representatives: Richard White and Sandra Verkuyten

The Governance and Finance Committee has a focus on the Charity's governance and compliance matters, as well as oversight over financial matters across the Charity. The committee meets at least four times a year and works with the executive team to ensure that there is a framework in place for transparency, accountability and risk management. As part of its role, it considers the independence and appropriateness of the organisation's auditors, with whom the committee will then work closely in relation to financial controls and reporting. The committee also deals with issues that arise in relation to compliance with legal and charity regulation as well as ensuring that best practice in governance is always being addressed.

**Charitable Programmes Committee** – Trustee representatives: Alistair Subba Row, Cqj Sohal and Mike Gatting.

Oversees all of the activity of the charitable programmes team, including approval of new initiatives, and consideration of issues arising out of the programmes. It also works closely with the executive team in considering areas of impact, and the processes in place for monitoring and evaluation of the effectiveness of programmes.

**Fundraising Committee** – Trustee representatives: Abeed Janmohamed and Gordon Kennedy

The Committee works with the executive team on the areas of marketing and fundraising, debating new initiatives and current trends. In particular it will consider areas of brand, external communication, and fundraising campaigns, as well as considering ways to enhance existing activity.

**Membership and People Committee** – Trustee Representatives: Suzy Christopher, Ian Martin and Julie Norris.

Responsible for all aspects of Member admission, recruitment, and engagement. The committee also has oversight of the activities of staff, supporters, and members of the regional committees. The committee also focusses on Equality Diversity and Inclusion, and Values.

**Treasury Committee** - Trustee representative: Richard White

Responsible for reviewing investment performance and evaluating the investment managers, and reports into the Governance and Finance Committee

The Trustees have also established a **Remuneration Committee**, which includes the Chair, Vice Chair and the Treasurer, to consider the remuneration of certain members of the Senior Leadership Team. The Committee evaluates the performance of the organisation over the last twelve months and also the performance of the team members, and based on their experience, makes recommendations to the Trustees.

As well as Members with appropriate expertise and members of the Executive team, the Chair of a Committee can also invite individuals who are outside of the Charity to sit on Committees where their expertise is considered appropriate.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### **Risks**

The Trustees, with the executive team, review the risk register on a regular basis. This is to ensure that there is a clear recognition of the significant risks for the Charity and that there are plans in place, as far as is reasonably practical, to mitigate those risks.

The Trustees, advised by the Governance and Finance Committee, have identified the key risks and have put in place a number of procedures in order to, as far as possible, safeguard the Charity from those risks. These include:

#### ***Safeguarding***

Safeguarding applies across all of the Charity's activities, and relates to every individual who comes into contact with us, whether they are participants, supporters, staff, trustees, volunteers or members of the public. Following an independent evaluation of our approach to safeguarding, we have strengthened our training and communication channels for both staff and volunteers, enhanced the status of safeguarding at Board level, and set our approach to safeguarding on our website. In relation to our cricket programmes we continue to work closely with the ECB to ensure that the programme coaches are fully trained and have the ability to raise concerns.

#### ***Media and Social Media***

Inappropriate comments on social media or within the media can, in the digital age, quickly gain momentum, whether they genuinely reflect the views of the Charity or not. The Charity continues to review and enhance its systems for managing and monitoring social media, providing guidance to volunteers – particularly those in organizing events, improving briefings for speakers at our events, and enhancing our communication framework generally.

#### ***Fundraising***

Unlike many charities, the Lord's Taverners derives income from a number of sources. That having been said the pandemic has shown that significant income streams (such as fundraising events) can swiftly come to a halt. Our partnerships with People's Sports Trust, England and Wales Cricket Board, and Berkeley Foundation are significant however there remains a need to expand our range of fundraising to reduce our reliance on a handful of key funders, or a single income stream. The Charity, as part of its strategic review, is investing significantly in its fundraising capability and, under the guidance of the new CEO, is developing an improved approach to fundraising, underpinned by the Charity's strong reserves position.

#### ***Governance***

The Lord's Taverners is a Company limited by guarantee, where our Members are our "shareholders" for companies act purposes. This gives us the ethos of a Membership Charity, as has been part of the Charity's culture since it was founded in 1950. In the current environment it is essential that the Charity conforms with all of the governance requirements, and indeed reflects best charity sector practice wherever possible. This may lead to tensions between the need for good governance and the traditional membership ethos of the organisation. The Board commissioned an independent governance review in Spring 2020 and have implemented most of the key recommendations, including the introduction of Codes of Conduct, and the bringing together of the Membership under a single name – the Lord's Taverners – and thus ceasing to use the brand "Lady Taverners". This was to ensure that there was no perception that the Charity might be split by gender.

Governance is reflected in the quality and effectiveness of the Board and the introduction of a Nominations Committee in 2018 has continued to ensure that the Board has the right mix of skills and experience to ensure that the Charity is properly managed.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### **Asset and Resource management**

Good management of our assets and resources, be they people, property, investments, brands, reputation, or programmes is an essential part of good governance. Each of these areas, while delegated on a day-to-day basis to the executive team, is overseen by a particular committee to ensure that the Charity has strong internal controls, effectively manages all of its assets, and, for example, in relation to staff and volunteers provide the appropriate training and tools for them to develop.

### **Cyber / Information Technology**

Protection of our data contained on our Membership and Supporter databases and security around all of our IT systems – particularly in a time of hybrid working – is constantly monitored. In late 2020 the Charity commissioned an independent review of IT systems and security and as a result a number of improvements were made to the infrastructure and access requirements. IT security status is a standing item on the regular meetings of the Governance and Finance Committee. In the light of changes in data regulation following Brexit we have retained an external data consultant to undertake an independent review of all of our data management processes and procedures.

Individuals within the management team have been identified as the primary point of contact in relation to particular risk issues and it is their responsibility, along with the rest of the team, to consider the organisation's response to issues should they arise, and for overseeing the mitigation and the reporting of any relevant matters.

## **Statement of Trustee Responsibilities**

The Trustees, who are also directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and the group and of the surplus or deficit for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable 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 assume that the charitable company will continue in operation

The Trustees are also responsible for keeping proper 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.

## **Statement of disclosure to the auditors**

So far as the Trustees are aware:

- (a) there is no relevant audit information of which the Company's auditors are unaware, and
- (b) they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

# THE LORD'S TAVERNERS LIMITED

## Report of the Trustees (incorporating the Report of the Directors) for the year ended 30 September 2021 (continued)

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### Auditors

In accordance with Section 485 of the Companies Act 2006 a resolution proposing that Haysmacintyre LLP be appointed as auditors will be put to the Annual General Meeting.

### Outlook

#### Overview

The core of our Strategy is to put participants at the centre of our decision making and this is reflected throughout the Business Plan for the next three years.

Our position as the lead charity for the delivery of disability cricket to young people in challenging circumstances enables us to build on the current success of the Super 1s and Table Cricket programmes, and expand them in terms of geographic coverage, participants, engagement, and depth of impact. In this regard our partnerships with the ECB, Berkeley Foundation, Sport England and others will play a crucial role in the long-term success of these programmes.

The Charity is also evolving. While its sense of fun, camaraderie and heritage that link us to our founders remains a core part of the organisation, we also need to recognise that we are first and foremost a charity established for young people in challenging circumstances, and the values, culture, and governance need to be continually embedded into our day to day activities across the Charity to ensure we can perform at the highest levels for the benefit of those young people.

The Charity, thanks to its reserves position and careful management, has remained resilient during the current Covid situation. While revenues have fallen and are expected to continue to be below pre-Covid levels potentially through to Spring 2022, the Charity has been able to reduce its cost base, and to reduce its charitable expenditure in areas which may be regarded going forward as non-core – areas such as sensory rooms, play spaces and wheelchairs. We have also seen a reduction in demand for minibuses and we are continually reviewing these in the light of environmental concerns.

The Trustees would like to acknowledge the efforts of staff, volunteers, Members, development officers and supporters across the country who have clearly demonstrated the importance of the work we undertake, in particular in these challenging circumstances.

Approved by the Trustees on 31<sup>st</sup> March 2022 and signed on their behalf by:



Tim Luckhurst  
Chairman of Trustees



# THE LORD'S TAVERNERS LIMITED

## Independent Auditor's report to the Members and Trustees of The Lord's Taverners Limited

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### Opinion

We have audited the financial statements of the Lord's Taverners Limited for the year ended 30 September 2021 which comprise Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flow and the 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 group's and of the parent charitable company's affairs as at 30 September 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 group 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 group'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 and the President's Introduction. 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.

# THE LORD'S TAVERNERS LIMITED

## Independent Auditor's report to the Members and Trustees of The Lord's Taverners Limited (continued)

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### 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 strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 29 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 group's and the parent charitable 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 group or the parent 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:

# THE LORD'S TAVERNERS LIMITED

## Independent Auditor's report to the Members and Trustees of The Lord's Taverners Limited (continued)

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Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charity Law and Company Law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Thomas Wilson (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors  
10 Queen Street Place London EC4R 1AG

31<sup>st</sup> March 2022

# THE LORD'S TAVERNERS LIMITED

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating the income and expenditure account)

For the year ended 30 September 2021

	Note	Unrestricted Funds		Restricted funds	Total 2021	Total 2020
		General £'000	Designated £'000	£'000	£'000	£'000
<b>Income</b>						
<b>Income and endowments from:</b>						
Fundraising events	2	878	-	7	885	2,043
Voluntary income						
Donations	3	1,560	-	1,133	2,693	2,233
Legacies		46	-	-	46	5
Subscriptions and entrance fees		300	-	-	300	311
Investment and other income	4	122	-	-	122	152
<b>Total income</b>		<b>2,906</b>	<b>-</b>	<b>1,140</b>	<b>4,046</b>	<b>4,744</b>
<b>Expenditure</b>						
<b>Raising funds</b>						
Fundraising activities	5	1,942	-	-	1,942	2,596
<b>Charitable activities</b>						
Disadvantaged and Disabled Cricket		1,294	70	903	2,267	2,336
Minibuses		37	-	-	37	956
Disability and Special Needs		86	4	19	109	314
Johnners Trust		20	-	-	20	14
	6	1,437	74	922	2,433	3,620
<b>Total expenditure</b>		<b>3,379</b>	<b>74</b>	<b>922</b>	<b>4,375</b>	<b>6,216</b>
<b>Net income (expenditure) before profits on investments</b>		<b>(473)</b>	<b>(74)</b>	<b>218</b>	<b>(329)</b>	<b>(1,472)</b>
Net realised and unrealised (losses) gains on investments		440	-	-	440	(153)
<b>Net income (expenditure) for the year</b>		<b>(33)</b>	<b>(74)</b>	<b>218</b>	<b>111</b>	<b>(1,625)</b>
Inter fund transfer		-	-	-	-	-
Net movement in funds for the year		(33)	(74)	218	111	(1,625)
Balances brought forward at 1 October		3,771	1,623	82	5,476	7,101
<b>Balances carried forward at 30 September</b>	16	<b>3,738</b>	<b>1,549</b>	<b>300</b>	<b>5,587</b>	<b>5,476</b>

The consolidated accounts reflect the activities of the Charity and its subsidiaries. All amounts relate to continuing activities.

There are no recognised gains and losses for the current financial year and the preceding financial period other than as shown above. The notes on pages 37 to 51 form part of these financial statements.

# THE LORD'S TAVERNERS LIMITED

## BALANCE SHEETS

Company Number: 582579


At 30 September 2021

		Group		Charity	
	Notes	2021 £'000	2020 £'000	2021 £'000	2020 £'000
<b>FIXED ASSETS</b>					
Tangible fixed assets	10	137	190	137	190
Intangible fixed assets	11	31	49	31	49
Investments					
- in subsidiary	12	-	-	-	-
- other investments	12	4,993	5,207	4,993	5,207
		<u>5,161</u>	<u>5,446</u>	<u>5,161</u>	<u>5,446</u>
<b>CURRENT ASSETS</b>					
Stock	13	24	27	24	27
Debtors	14	458	441	458	441
Cash at bank and in hand		910	981	782	830
		<u>1,392</u>	<u>1,449</u>	<u>1,264</u>	<u>1,298</u>
<b>CREDITORS: amounts falling due within one year</b>	15	(966)	(1,419)	(983)	(1,432)
<b>NET CURRENT ASSETS (LIABILITIES)</b>		<u>426</u>	<u>30</u>	<u>281</u>	<u>(134)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES BEING NET ASSETS</b>		<u><u>5,587</u></u>	<u><u>5,476</u></u>	<u><u>5,442</u></u>	<u><u>5,312</u></u>
<b>Represented by:</b>					
Unrestricted funds:					
- General funds		3,593	3,609	3,593	3,608
- Designated funds	18	1,549	1,623	1,549	1,623
- Johnners Trust		145	163	-	-
		<u>5,287</u>	<u>5,395</u>	<u>5,142</u>	<u>5,231</u>
Restricted funds		300	81	300	81
	16	<u><u>5,587</u></u>	<u><u>5,476</u></u>	<u><u>5,442</u></u>	<u><u>5,312</u></u>

The financial statements were approved and authorised for issue on 31<sup>st</sup> March 2022 and were signed below on its behalf by:



Tim Luckhurst  
Chairman



Richard White FCA  
Treasurer

The notes on pages 37 to 51 form part of these financial statements.

# THE LORD'S TAVERNERS LIMITED

## CONSOLIDATED STATEMENT OF CASH FLOWS AND NOTES

For the year ended 30 September 2021

	2021 £'000	2020 £'000
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	(820)	(1,446)
<b>Cash flows from investing activities</b>		
Dividends and interest from investments	122	152
Purchase of tangible and intangible assets	(27)	(83)
Net change in investment cash	(502)	214
Proceeds from sale of investments	1,824	2,511
Purchase of investments	(668)	(1,593)
Net cash provided by investing activities	749	1,201
Change in cash and cash equivalents in the financial year	(71)	(245)
Cash and cash equivalents at beginning of financial year	981	1,226
Cash and cash equivalents at the end of the financial year	910	981

### NOTES TO THE CASH FLOW STATEMENT

#### Reconciliation of net income to net cash flow from operating activities

Net expenditure for the year (as reported in the Consolidated Statement of Financial Activities)	111	(1,625)
Depreciation charges	98	74
Net (gains) losses on investments	(440)	153
Dividends and interest from investments	(122)	(152)
Decrease (increase) in stock	3	(5)
(Increase) decrease in debtors	(17)	698
Decrease in creditors	(453)	(589)
<b>Net cash used in operating activities</b>	<b>(820)</b>	<b>(1,446)</b>

#### Analysis of net debt

Opening cash balances	981	1,226
Net cash outflows for the year	(71)	(245)
Closing cash balances	910	981

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2021

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### 1. ACCOUNTING POLICIES

The Lord's Taverners Limited is a private charitable company limited by guarantee (no 582579), registered in England and Wales at the registered office shown on page 1, and also registered as a charity with the Charity Commission in England and Wales (no 306054), and the Office of the Scottish Charity Regulator (OSCR) (no SCO46238). The charitable company is a public benefit entity as defined in Financial Reporting Standard 102 ("FRS102").

#### a) Basis of accounting

The financial statements are prepared in accordance with Companies Act 2006 and the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities (the "SORP") preparing their accounts in accordance with FRS102, the Financial Reporting Standard applicable in the UK and Ireland. A going concern basis has been adopted and the trustees consider that no material uncertainties exist about the charity's ability to continue for the foreseeable future.

A going concern basis has been adopted and the Trustees consider that no material uncertainties exist about the charity's ability to continue for the foreseeable future. In particular the Trustees have considered the potential impact of Covid-19 on the charity's ability to fund its charitable programmes and fulfil its charitable purpose.

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

The Trustees consider that there are no areas of estimation uncertainty in preparing these accounts which give rise to a significant risk of an adjustment being required in a subsequent period to the carrying value of the assets or liabilities.

The consolidated financial statements comprise the financial statements of the Charity and its subsidiary undertakings, Lord's Taverners Enterprises Limited, Lady Taverners Limited, Lord's Taverners Kit Recycling Limited and the Johnners Trust, on a line-by-line basis. The Lord's Taverners is a corporate trustee of Johnners Trust and exercises control over the appointment of the other trustees.

#### b) Charity Statement of Financial Activities

No separate statement of financial activities or income and expenditure account has been presented for the charity alone as permitted by section 408 of the Companies Act 2006. The Charity had total incoming resources in the year of £4,484,000 (2020: £4,690,000 including net realised and unrealised gains on investments) and total resources expended of £4,354,000 including net realised and unrealised losses on investments (2020: £6,328,000). Net income for the year was £130,000 (2020: net expenditure of £1,638,000).

#### c) Fund accounting

General funds are unrestricted funds which 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. They include the unrestricted reserves of Lord's Taverners Kit Recycling Limited.

*Designated fund.* The designated funds are unrestricted funds earmarked for specific purposes by the Trustees. The Designated funds cover the activities that are set out in the Trustees Annual Report on page 24.

*Johnners Trust.* Unrestricted funds which are available for use at the discretion of the Trustees of the Johnners Trust in furtherance of the general objectives of that Trust.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for specific purposes.

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

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### 1. ACCOUNTING POLICIES (continued)

#### d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income has been met, it is probable that the income will be received and the value of that income can be measured reliably. Specifically:

*Income from grants* to the charity are recognised on the above basis. Where grants are restricted to specific activities and the expenditure relating to those activities is expected to occur in a future period then the grant (or a proportion thereof) is carried forward to next year as part of Restricted Reserves. Government grants under the Coronavirus Job Retention Scheme have been recognised in the period that the underlying payroll costs have been incurred.

*Legacies* are recognised as income where the charity has been notified of an entitlement, the value of that entitlement can be established with reasonable certainty, and its distribution has been confirmed, usually by way of confirmation from the executor.

*Donations* are recognised when the charity is notified of them, conditions associated with the donations have been met, and their receipt is certain.

*Income and expenditure connected to fundraising events* are reported separately and recognised in the period to which the fundraising event related.

*Annual subscriptions* are treated as income in the year to which they relate. Related gift aid is recognised when a claim is made to Her Majesty's Revenue & Customs.

*Investment income* is accounted for when receivable and includes the related tax recoverable.

#### e) Donations of gifts, services, and facilities

The charity receives donations of auction items and raffle prizes, many of which are unique or not available on the open market. In addition, our event organisers, both nationally and regionally, negotiate supply agreements on the basis of the charity's status and receive use of exclusive facilities not available to the general public. Similarly, our Charitable Programmes team will negotiate venues to host our activities at reduced charity rates or on a free-use basis. As such the Trustees consider it impractical to be able to ascribe a value to the various donated gifts, services and facilities.

#### f) Expenditure

Expenditure is recognised on an accruals basis and excludes recoverable VAT.

Costs of fundraising events comprise direct costs of the events, the costs of fundraising staff and a proportion of attributable overhead costs.

Expenditure on charitable activities comprises all expenditure directly related to the objects of the Charity and includes grants payable, which are recognised when the grant becomes unconditional and has been fully funded by income. Charitable activities also include the costs of staff directly involved with charitable activities as well as a proportion of attributable overhead costs

Governance costs comprise expenditure relating to the governance and strategic management of the Charity and its subsidiaries and include the costs of statutory compliance, audit fees, Trustees' expenses, legal fees where these are related to strategic issues and a proportion of overhead costs where these can be attributed to the governance arrangements of the group. Governance costs also include the costs of the meetings of Trustees and other committee meetings. Governance costs are allocated between Fundraising and Charitable activities pro-rata to other non-charitable direct overheads.



# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 1. ACCOUNTING POLICIES (continued)

Direct payroll and other costs that relate to charitable activities have been included in charitable giving. Staff and support costs relating to more than one activity have been allocated to activities on a basis consistent with the use of the resources, including an estimate of the proportion of time that is spent on those activities. That apportionment is then used as a basis for allocating office overheads. Costs incurred in connection with the end of an employment relationship, outside of those contained in the contract, are recognised at the date employment ceases.

#### g) **Tangible and intangible fixed assets and heritage assets**

Gifted Art, regarded as heritage assets, is held at valuation where such valuations are available. A formal valuation is being undertaken of these assets in 2022. They were last valued in 1997.

Depreciation has been provided to write off tangible fixed assets evenly over their expected useful lives. Depreciation is also charged on heritage assets as these are believed to have finite lives. The rates of depreciation applied to assets are:

Gifted art	-	2% per annum
Office equipment	-	33.3% per annum
Trademarks	-	10% per annum

The Trademarks had previously been amortised at 5% per annum, however most registrations are now being renewed after ten years and so the policy has been changed an an additional charge reflected in Note 11 to reflect this.

#### h) **Investments**

Investments in subsidiary undertakings are held at cost less any impairment in value. Quoted investments are valued at fair-value at the balance sheet date. Realised and unrealised gains and losses are included in the Statement of Financial Activities.

#### i) **Stock**

Stock is stated at the lower of cost and net realisable value.

#### j) **Leases**

Rental costs on operating leases are charged to the statement of financial activities over the period of the lease, with the benefit of any payment-free periods being spread over the term of the lease.

#### k) **Pensions**

The Lord's Taverners contributes to the personal pension schemes of its employees. The charge in the year represents contributions paid during the year.

#### l) **Judgments and estimates**

The key judgments and estimates used in the preparation of these financial statements are as follows:

- The depreciation of tangible fixed assets and amortisation of trademarks;
- The split of support costs between charitable and fundraising activities;
- Recoverability of debtors;
- Provision for dilapidations that may be required at the end of the lease on the Charity's main offices

There are no other key assumptions covering the future and other key sources of estimation or uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

2.	FUNDRAISING EVENT INCOME	2021 £'000	2020 £'000
	Ticket sales to events	111	244
	Auctions	172	172
	Raffles	11	32
	External support (includes restricted income of £7,000, 2020: £134,000)	303	316
	Other fundraising activities	23	21
		<u>620</u>	<u>785</u>
	Central fundraising		
	Regional fundraising	265	1,210
	Johnnners Trust	-	48
		<u>885</u>	<u>2,043</u>
3.	DONATIONS – 2021		
		Unrestricted £'000	Restricted £'000
	Minibus programme	-	5
	Cricket based programmes	-	1,110
	Wheelchair and disability sports	-	18
	Grants received under Coronavirus Job Retention Scheme	102	-
	Other	1,458	-
		<u>1,560</u>	<u>1,133</u>
			<u>2,693</u>
	Donations – 2020		
		Unrestricted £'000	Restricted £'000
	Minibus programme	-	444
	Cricket based programmes	-	679
	Wheelchair and disability sports	-	25
	Grants received under Coronavirus Job Retention Scheme	70	-
	Other	1,015	-
		<u>1,085</u>	<u>1,148</u>
			<u>2,233</u>
4.	INVESTMENT AND OTHER INCOME	2021 £'000	2020 £'000
	Bank interest and investment income	<u>122</u>	<u>152</u>

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 5. COSTS OF FUNDRAISING ACTIVITIES – 2021

	Central £'000	Regional £'000	Total 2021 £'000
Direct costs of events	229	164	393
Fundraising staff costs	757	-	757
Premises costs	122	-	122
Depreciation	44	-	44
Investment management fees	26	-	26
Other overhead costs	600	-	600
	<u>1,778</u>	<u>164</u>	<u>1,942</u>

#### Costs of Fundraising Activities - 2020

	Central £'000	Regional £'000	2020 £'000
Direct costs of events	448	693	1,141
Fundraising staff costs	783	-	783
Premises costs	133	-	133
Depreciation	34	-	34
Investment management fees	32	-	32
Other overhead costs	473	-	473
	<u>1,903</u>	<u>693</u>	<u>2,596</u>

### 6. CHARITABLE ACTIVITIES – 2021

	Direct charitable expenditure £'000	Staff and support costs £'000	Total 2021 £'000
Cricket based programmes	793	1,474	2,267
Minibuses	(3)	40	37
Wheelchair and disability sports	29	80	109
Johnners Trust	20	-	20
	<u>839</u>	<u>1,594</u>	<u>2,433</u>

#### Charitable Activities - 2020

	Direct charitable expenditure £'000	Staff and support costs £'000	Total 2020 £'000
Cricket based programmes	1,015	1,321	2,336
Minibuses	836	120	956
Wheelchair and disability sports	154	160	314
Johnners Trust	14	-	14
	<u>2,019</u>	<u>1,601</u>	<u>3,620</u>

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 6. CHARITABLE ACTIVITIES – Continued

Staff and support costs above, and premises costs included in note 5, include £197,124 (2020 £197,735) rent expense under operating leases in respect of premises. Direct charitable expenditure includes £43,000 (2020 £31,745) rent expense under operating leases in respect of premises. The amounts paid in the year for rent were £279,178 (2020 £278,673).

Direct charitable expenditure above includes grants in relation to 27 individuals totaling £17,355 (2020 30 individuals totaling £26,160) and 4 organisations totaling £95,115 (2020: 43 organisations totaling £1,079,313).

### 7. GOVERNANCE COSTS

Governance costs included in Support Costs comprise (for information):

	2021 £'000	2020 £'000
Auditor's fees - for audit	25	24
Meetings, AGM and election costs	55	51
Legal and professional fees	157	82
Attributable staff time	257	112
	<u>494</u>	<u>269</u>

The auditors also received fees for other services unconnected with Governance amounting to £1,750 (2020 - Nil) during the period.

### 8. STAFF COSTS

	2021 £'000	2020 £'000
Salaries and related costs	1,390	1,446
Social security costs	141	157
Other pension costs (note 1(i))	80	84
	<u>1,611</u>	<u>1,687</u>

The following employees received more than £60,000 (excluding National Insurance and benefits) in the financial year:

£130,000 to £140,000	-	1
£110,000 to £120,000	1	-
£100,000 to £110,000	1	1
£80,000 to £90,000	1	-
£70,000 to £80,000	-	1

The remuneration of the Senior Leadership Team for the year including national insurance, pension and other benefits was £500,218 (2020: £395,063). Non-statutory payments were made in connection with the departure of employees totaling £54,083 in the year (2020: £4,500).

The average number of staff employed during the year (full time and part time) was:

Fundraising, regional support and administration	24	27
Charitable Giving	9	9
Governance and strategy	2	2
	<u>35</u>	<u>38</u>

The Charity employed 32 (2020: 34) full time equivalent employees during the year

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 8. STAFF COSTS Continued

The Charity has approximately 40 active regional committees organising events and raising money to support our charitable causes. Each of these committees comprises up to 10 individuals, all volunteers, who are supported by their own networks of supporters. No costs are reflected in these financial statements in respect of the contribution of unpaid volunteers.

### 9. TRUSTEES REMUNERATION AND EXPENSES

Costs relating to Trustees' meetings and travel costs were £Nil (2020: £43, one Trustee)

### 10. TANGIBLE FIXED ASSETS

Group and charity	Gifted art £'000	Office furniture, fittings and Equipment £'000	Total £'000
<b>Cost or valuation</b>			
At 30 September 2020	51	624	675
Additions in the Year	-	15	15
Disposals in the Year	-	(55)	(55)
At 30 September 2021	51	584	635
<b>Depreciation</b>			
At 30 September 2020	21	464	485
Charge for the Year	1	67	68
Disposals in the Year	-	(55)	(55)
At 30 September 2021	22	476	498
Net Book Value			
At 30 September 2021	29	108	137
At 30 September 2020	30	160	190

### 11. INTANGIBLE FIXED ASSETS

Group and charity	Trademarks £'000
<b>Cost or valuation</b>	
At 30 September 2020	69
Additions in the Year	12
At 30 September 2021	81
<b>Depreciation</b>	
At 30 September 2020	20
Charge for the year	8
Additional provision	22
At 30 September 2021	50
Net Book Value	
At 30 September 2021	31
At 30 September 2020	49

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 12. SUBSIDIARY UNDERTAKINGS AND OTHER INVESTMENTS

#### Subsidiary undertakings

##### Active Subsidiaries

The Charity is a corporate trustee and member of the **Johnners Trust** (formerly the Brian Johnston Memorial Trust) company number 03004117, Charity number 1045946 and has the power to appoint the other trustees. The financial statements, which will be filed with the Registrar of Companies and the Charity Commission, are summarised below.

	<b>Johnners Trust</b>	
	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Income	3	55
Expenditure	(21)	(42)
Net income for the year	(18)	13
Funds brought forward	163	150
Funds carried forward and net assets	145	163

##### Inactive Subsidiaries

The Charity owns 100% of the issued share capital of **Lord's Taverners Enterprises Limited** (company no. 03602725) and **Lady Taverners Limited** (Company no. 07535181), both companies are registered in England and Wales, were dormant throughout the period and had net assets of £2 and £1 respectively. The Charity, through its ability to appoint Trustees, controls **Lord's Taverners Kit Recycling Limited** (Company no. 7593015, Charity no. 1147621) with net assets of £551 (2020 £551)

##### Other Investments

The investment portfolio of the Charity was managed during the financial year by Close Asset Management Limited. The movement in investments for the year was as follows:

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
<b>Investments</b>		
Opening balance	5,165	6,236
Acquisitions at cost	668	1,593
Disposals at cost (Proceeds £1,824,000, 2020 - £2,511,000, Profit on disposal £259,000, 2020 - £15,000)	(1,565)	(2,496)
Unrealised profit (loss) for the year	181	(168)
Closing balance	4,449	5,165
<b>Investment Cash</b>		
Opening balance	42	256
Transfer to Lord's Taverners bank account	(750)	(1,250)
Acquisitions at cost	(668)	(1,593)
Proceeds on disposal	1,824	2,511
Other cash movements	96	118
Closing balance	544	42
Total Investments at Market Value at 30 September 2021	4,993	5,207
Total Investments at Cost at 30 September 2021	4,084	4,479

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 12. SUBSIDIARY UNDERTAKINGS AND OTHER INVESTMENTS (continued)

Represented by:	2021 £'000	2020 £'000
Fixed Income Securities	1,492	2,210
UK Equities	655	750
Overseas Equities	1,518	1,558
Alternative and Property Investments	784	647
Cash	544	42
	<u>4,993</u>	<u>5,207</u>

### 13. STOCK

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Merchandise for Resale	<u>24</u>	<u>27</u>	<u>24</u>	<u>27</u>

### 14. DEBTORS

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade Debtors	60	117	60	117
Debtors in respect of regions	17	13	17	13
Taxes recoverable	37	39	37	39
Other debtors	195	82	195	82
Prepayments and accrued income	149	190	149	190
	<u>458</u>	<u>441</u>	<u>458</u>	<u>441</u>

### 15. CREDITORS: amounts falling due within one year

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Creditors related to charitable activities	433	999	430	991
Creditors in respect of regions	71	38	71	38
Other creditors	112	178	112	178
Taxation and social security	35	43	35	43
Accruals and deferred income	315	161	315	161
Owed to subsidiary company	-	-	20	21
	<u>966</u>	<u>1,419</u>	<u>983</u>	<u>1,432</u>

Accruals and deferred income includes £82,000 (2020: £2,000) of deferred income. The 2020 deferred income was released during the year ended 30 September 2021.

At 30 September 2020 there was £811,000 (30 September 2019: £778,000) payable in respect of grants. During the year grants of £109,000 (2020: £1,074,000) were awarded and £838,000 (2020: £1,041,000) were paid, leaving a grants payable balance at 30 September 2021 of £82,000 (2020: £811,000).

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

16a	FUNDS 30 September 2021	Balance at 1 October 2020 £'000	Incoming resources / net investment gains £'000	Outgoing resources / net investment losses £'000	Transfers £'000	Balance at 30 September 2021 £'000
	<b>Group</b>					
	<b>Unrestricted funds</b>					
	General	3,609	3,343	(3,359)	-	3,593
	Johnnners Trust	163	3	(21)	-	145
		<u>3,772</u>	<u>3,346</u>	<u>(3,380)</u>	<u>-</u>	<u>3,738</u>
	Designated funds (Note 18)	1,623	-	(74)	-	1,549
	<b>Total unrestricted funds</b>	<u>5,395</u>	<u>3,346</u>	<u>(3,454)</u>	<u>-</u>	<u>5,287</u>
	<b>Restricted funds (see Note 17)</b>					
	Cricket Programmes:					
	Wicketz	-	141	(111)	-	30
	Super 1s	61	886	(742)	-	205
	Table Cricket	-	80	(40)	-	40
	Other	3	10	(10)	-	3
	Disability Equipment					
	Minibuses	17	5	-	-	22
	Playspaces / sensory rooms	-	18	(18)	-	-
	Wheelchairs / Wheelchair sports	-	-	-	-	-
	<b>Total restricted funds</b>	<u>81</u>	<u>1,140</u>	<u>(921)</u>	<u>-</u>	<u>300</u>
	<b>Total funds</b>	<u>5,476</u>	<u>4,486</u>	<u>(4,375)</u>	<u>-</u>	<u>5,587</u>
16b	FUNDS 30 September 2020	Balance at 1 October 2019 £'000	Incoming resources / net investment gains £'000	Outgoing resources / net investment losses £'000	Transfers £'000	Balance at 30 September 2020 £'000
	<b>Group</b>					
	<b>Unrestricted funds</b>					
	General	3,501	3,470	(4,699)	1,337	3,609
	Johnnners Trust	150	55	(42)	-	163
		<u>3,651</u>	<u>3,525</u>	<u>(4,741)</u>	<u>1,337</u>	<u>3,772</u>
	Designated funds (Note 18)	3,430	-	(470)	(1,337)	1,623
	<b>Total unrestricted funds</b>	<u>7,081</u>	<u>3,525</u>	<u>(5,211)</u>	<u>-</u>	<u>5,395</u>
	<b>Restricted funds (see Note 17)</b>					
	Cricket Programmes:					
	Wicketz	15	145	(160)	-	-
	Super 1s	-	545	(484)	-	61
	Table Cricket	-	45	(45)	-	-
	Other	-	14	(11)	-	3
	Disability Equipment					
	Minibuses	5	444	(432)	-	17
	Playspaces / sensory rooms	-	23	(23)	-	-
	Wheelchairs / Wheelchair sports	-	3	(3)	-	-
	<b>Total restricted funds</b>	<u>20</u>	<u>1,219</u>	<u>(1,158)</u>	<u>-</u>	<u>81</u>
	<b>Total funds</b>	<u>7,101</u>	<u>4,744</u>	<u>(6,369)</u>	<u>-</u>	<u>5,476</u>



# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 16c Group net assets between funds 30 September 2021

	Unrestricted Funds General £'000	Designated £'000	Restricted Funds £'000	Total £'000
Tangible fixed assets	137	-	-	137
Intangible fixed assets	31	-	-	31
Investments	3,652	1,341	-	4,993
Current Assets	884	208	300	1,392
Current Liabilities	(966)	-	-	(966)
	<u>3,738</u>	<u>1,549</u>	<u>300</u>	<u>5,587</u>

### 16d Group net assets between funds 30 September 2020

	Unrestricted Funds General £'000	Designated £'000	Restricted Funds £'000	Total £'000
Tangible fixed assets	190	-	-	190
Intangible fixed assets	49	-	-	49
Investments	3,584	1,623	-	5,207
Current Assets	1,368	-	81	1,449
Current Liabilities	(1,419)	-	-	(1,419)
	<u>3,772</u>	<u>1,623</u>	<u>81</u>	<u>5,476</u>

## 17. RESTRICTED FUNDS

The restricted funds reported within the financial statements represent the consolidation of a number of individual funds that relate to specific charitable programmes and may be further restricted either by region or specific activity. The following indicate the sources of restricted income across each of the programme categorisations.

### Cricket programmes

**Wicketz** is a specific programme delivering weekly year-round cricket coaching to young people in areas of high deprivation, alongside other workshops to develop life skills and improve the well being of participants. We would like to thank for their support of this specific programme:

Royal Bank of Canada Jersey, Hugh Fraser Foundation, The Waterloo Foundation, Sussex PCC, Bedfordshire PCC, Foxley Kingham, Keith Bradshaw, Pen Trust, Trafford Housing Trust, Cleveland PCC, the 29<sup>th</sup> May 1961 Trust, Energise Me, and those individuals who undertook cross country and fasting challenges on behalf of the programme.

**Table Cricket** is a game designed around cricket, played on a table tennis table, to engage individuals with both physical and learning disabilities in sport and to build teamwork and self-confidence. We would like to thank for their support of this specific programme:

Pen Trust, Ford Motor Company.

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 17. RESTRICTED FUNDS (continued)

**Super 1s** provides year-round weekly cricket sessions for young people with a disability to build social and sporting skills and thus enhance their confidence. We would like to thank for their support of this specific programme:

The England and Wales Cricket Trust and the ECB, Sport England, Berkeley Foundation, Kent Community Foundation, St Johns Foundation, Hawthorne Trust, Gannochy Trust, Sovereign Health Care, Gerald Miclem Trust, Houghton Trust, and the many individuals, including members of the England Disability cricket squad, who raised funds for the programme through the Hundred and the Hub to Hub challenges.

**Other** is primarily **Kit recycling**, whereby new and used kit is collected, sorted, and despatched to participants in the UK and around the world to enable local people to participate in sport. We would like to thank for their support of this specific programme:

Ellem Foundation

#### Disability Programmes

**Minibuses** are provided to special needs schools to enable their pupils to participate in activities outside of the school premises. As well as the beneficiary schools who provide a donation towards the cost of their minibus, we would like to thank the following supporters of individual minibuses:

Waitrose, Laser Electrical

**Wheelchairs** are provided to individuals and to clubs seeking to acquire adapted sports wheelchairs for use by young people. Participants provide a donation towards the cost of the wheelchair.

**Sensory Rooms and Play spaces** provide specially adapted equipment to, primarily special needs schools, for the benefit of pupils with a learning or physical disability. We would like to thank the following supporters of specific projects:

Ramplin Trust

### 18 a DESIGNATED FUNDS – 2021

	Balance at 1 October 2020	Expenditure	Transfer to unrestricted reserves	Balance at 30 September 2021
	£'000	£'000	£'000	£'000
Table Cricket Fund	543	(4)	-	539
Super 1s Fund	100	-	-	100
Worcester Disability Centre Fund	500	-	-	500
Programme Evaluation Fund	200	-	-	200
Fields in Trust Fund	280	(70)	-	210
	<u>1,623</u>	<u>(74)</u>	<u>-</u>	<u>1,549</u>

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 18a DESIGNATED FUNDS – 2021 - continued

The Designated Funds comprise the following:

Table Cricket Fund – amounts set aside to fund the redesign of table cricket equipment, including digital support materials, to ensure that the game is more robust and appeals to young participants. The fund also allows for the replenishment of existing equipment currently with beneficiary organisations. The Trustees expect the majority of this to be expended in the year ending 30 September 2022.

Super 1s Fund – this was established in order to provide additional working capital to the Super 1s programme in advance of the multi-year partnership with the England and Wales Cricket Board. This has been largely drawn down, with the balance reflecting lower costs in the latter part of the financial year due to the impact of Covid 19 on programme delivery. This fund will be utilised during the year ending 30 September 2022.

Worcester National Disability Centre – funds set aside to support the University of Worcester and the England and Wales Cricket Board in the construction of a new dedicated disability cricket centre adjacent to the university. Planning permission has now been granted and the grant is expected to be made during 2022.

Programme Evaluation Fund – These funds have been designated to fund a full independent review of our programmes in 2022 / 2023, and to implement recommendations that may arise from such a review.

Fields in Trust Fund – these funds have been set aside to fund a five year partnership through to 2025 with Fields in Trust – a longstanding charity partner – to finance the protection of green spaces for community support.

### 18 b DESIGNATED FUNDS – 2020

	Balance at 1 October 2019 £'000	Transfer to New Funds £'000	Expenditure £'000	Transfer to unrestricted reserves £'000	Balance at 30 September 2020 £'000
Strategic Development Fund	737	-	-	(737)	-
Special Projects Fund	1,950	(1,350)	-	(600)	-
Table Cricket Fund	543	-	-	-	543
Super 1s Fund	-	500	(400)	-	100
Worcester Disability Centre Fund	-	500	-	-	500
Programme Evaluation Fund	200	-	-	-	200
Fields in Trust Fund	-	350	(70)	-	280
	<u>3,430</u>	<u>-</u>	<u>(470)</u>	<u>(1,337)</u>	<u>1,623</u>

### 19. TAXATION

As the Lord's Taverners Limited is a registered charity it is entitled to the exemptions from corporation tax afforded by the relevant sections of the Corporation Tax Act 2011 so far as its income and gains are applied for charitable purposes.

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

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### 20. COMMITMENTS

The lease in respect of the main offices at 90 Chancery Lane expires in 2024. The total payable between 30 September 2021 and the end of the lease is £507,000.

A ten-year lease for a warehouse was entered into in relation to kit recycling warehouse in Ipswich in November 2021. The rent due under this lease is £43,000 per annum and there is a break exercisable on the sixth anniversary, the commitment to that date being £179,000. The Charity had no other material commitments as at 30 September 2021 which are not subject to fundraising in future periods.

The above operating lease commitments can also be summarized as follows:

	2021 £'000	2020 £'000
Payable in less than one year	279	279
Payable in 2 – 5 years	407	725
Payable over 5 years	-	6
	<u>686</u>	<u>1,010</u>

### 21. RELATED PARTY TRANSACTIONS

As at 30 September 2021 the Charity was owed £20,330 by the Johnners Trust (2020: due from the Trust £20,330). During the financial year the Charity made a grant to the Trust of £Nil (2020: £Nil).

### 22. CONSTITUTION

The Lord's Taverners Limited is a company limited by guarantee with approximately 3,300 members (2020: 3,480 members). The maximum liability on winding up for each member is £1.

# THE LORD'S TAVERNERS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

For the year ended 30 September 2021

### 23 Consolidated Statement of Financial Activities for the year ended– 30 September 2020

Reproduced from the 2020 Annual report to provide comparative information to the statement on page 34.

	Note	Unrestricted Funds		Restricted funds	Total 2020
		General £'000	Designated £'000	£'000	£'000
<b>Income</b>					
<b>Income and endowments from:</b>					
Fundraising events	2	1,972	-	71	2,043
Voluntary income					
Donations	3	1,085	-	1,148	2,233
Legacies		5	-	-	5
Subscriptions and entrance fees		311	-	-	311
Investment and other income	4	152	-	-	152
<b>Total income</b>		<b>3,525</b>	<b>-</b>	<b>1,219</b>	<b>4,744</b>
<b>Expenditure</b>					
<b>Raising funds</b>					
Fundraising activities	5	2,596	-	-	2,596
<b>Charitable activities</b>					
Disadvantaged and Disabled Cricket		1,165	470	701	2,336
Minibuses		524	-	432	956
Disability and Special Needs		289	-	25	314
Johnners Trust		14	-	-	14
	6	1,992	470	1,158	3,620
<b>Total expenditure</b>		<b>4,588</b>	<b>470</b>	<b>1,158</b>	<b>6,216</b>
<b>Net expenditure before profits on investments</b>		<b>(1,063)</b>	<b>(470)</b>	<b>61</b>	<b>(1,472)</b>
Net realised and unrealised (losses) gains on investments		(153)	-	-	(153)
<b>Net expenditure for the year</b>		<b>(1,216)</b>	<b>(470)</b>	<b>61</b>	<b>(1,625)</b>
Inter fund transfer		1,337	(1,337)	-	-
Net movement in funds for the year		121	(1,807)	61	(1,625)
Balances brought forward at 1 October		3,651	3,430	20	7,101
<b>Balances carried forward at 30 September</b>	16	<b>3,772</b>	<b>1,623</b>	<b>81</b>	<b>5,476</b>