



# ANNUAL REPORT

*1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021*

## Contents

Welcome / Introduction from Chair	Page 3
1: Operational highlights 2020-21	Page 5
2: Our Impact	Page 8
3: Outlook and future plans	Page 9
4: Community and Sports Section Highlights	Page 11
5: Financial Highlights and Report	Page 16
6: How we run the Club – our Governance	Page 22
7: Our People	Page 24
8: Honorary Positions	Page 27

## About Timperley Sports Club Limited

Timperley Sports Club (TSC) is one of the oldest community multi-sports clubs in the North West. Founded in 1877 as Timperley Cricket Club, hockey joined in 1886, lacrosse in 1970 and (Junior) football in 2016. Based at our current Stockport Road home since 1907, we have a long history of providing a wide range of sports, recreational activities and facilities to members, the local community, schools and other local organisations. Since 1990 the Club through its volunteers and members has delivered a number of major projects to improve our facilities available to members and the local and regional community – investing over £2m.

The TSC operated as an Unincorporated Association, with CASC status, and in 2018-19 members approved that the Club should register as a **Community Benefit Society** (Timperley Sports Club Limited (TSC Ltd)) and commence the Transfer process of the Club's assets and operations to TSC Ltd. This was completed in January 2020. Incorporation had been a long held strategic ambition of TSC. TSC members voted unanimously in favour of incorporation at the 2018 AGM.

**Timperley Sports Club Limited (TSC Ltd)** registered with the FCA as a Community Benefit Society (CBS). Registered Society No RS007857 on 17<sup>th</sup> October 2018. To comply with a technical change the Rules were updated with the FCA on February 2019. HMRC approval was received confirming that for tax purposes TSC Ltd is charitable Company in March 2020, HMRC charity reference ZD00721.

The legal transfer from TSC to TSC Ltd was unanimously approved by TSC members at General Meetings in March and June 2019. The legal agreement to complete the transfer was completed on 24<sup>th</sup> January 2020. The whole process took considerably longer than planned to deliver, linked to the sequencing required of actions relating to the Club Rules, legal changes, the Novation of the Lease with Trafford Council, Banking arrangements and a legal charge held by Sport England linked to previous grant funding.

Whilst membership of TSC Ltd has been available since June 2019, we did not commence fully trading until January 2020 when the legal transfer process was completed. Ownership of TSC (Trading) Ltd has also been transferred from TSC to TSC Ltd.

TSC set up a trading subsidiary Company Limited by Guarantee, **Timperley Sports Club (Trading) Ltd**, in 2016 to allow the Club to continue to operate as a CASC. As part of the Transfer the sole shareholder of TSC (Trading) Ltd was transferred from TSC to TSC Ltd and any surpluses are gifted to TSC Ltd to support its meetings its Objects.

The **Registered Office** of TSC, TSC Ltd and TSC (Trading) Ltd is: Stockport Road, Timperley, Altrincham, Cheshire, WA15 7LU.

[www.timperley-sports.com](http://www.timperley-sports.com)

[www.pitchero.com/clubs/timperleycricketclub/](http://www.pitchero.com/clubs/timperleycricketclub/)

[www.timperleyfc.co.uk](http://www.timperleyfc.co.uk)

[www.timperleyhockeyclub.com](http://www.timperleyhockeyclub.com)

[www.pitchero.com/clubs/timperleylacrosse](http://www.pitchero.com/clubs/timperleylacrosse)

*Cover Photo: Club tribute to NHS staff during national lockdown June 2020 – created by Groundsperson Andy Horsfield and Lacrosse Chair, Phil Hartley. The video posted on social media has been viewed over 12,000 times. OC4S = One Club Four Sports.*

## Welcome and Introduction from the Chair

I am delighted, on behalf of the Board, to be able to present to Members the second Timperley Sports Club Limited **Annual Report**. The aim of the Report, along with our **Financial Statements and Balance Sheet**, is to provide Members with an overview of the operation of our Club, performance for the financial year and progress to develop our role in the local community in achieving our Vision and Mission. The Report is presented to Members for their acceptance and shares more widely the work of the Club, its volunteers, members, employees, and Board during what was a most challenging of years.

It is also my first Report to Members since being appointed by the Board as Chair in November 2020 and I would like to thank Alan Holdsworth, my predecessor, for his 10 years' service as Chair of TSC and TSC Ltd guiding through many challenging times, incorporation and our first full year as Community Benefit Society, a tremendous term of office.

The Report covers the period up to 31<sup>st</sup> March 2021 during the most extraordinary period in most of our lifetimes, living through a global pandemic - adapting our daily, working and social lives and most pertinently how we play sport and run our Club. At the start of this reporting period (1<sup>st</sup> April 2020) the club was closed, and all sport suspended for only the second time during our 144 year history.

All who have benefitted from our facilities, sport and social opportunities owe a huge gratitude of debt to all our volunteers, section committees and club staff for responding with such positivity and resourcefulness to make sport happen and the club open as much as possible whilst adapting and managing through all the Covid restrictions, rules and regulations. Our Club has been one of the most active during the pandemic and the 2021 Survey showed how the pandemic emphasised to members and their families what being part of a Club like ours means beyond sport and in the truest sense of community.

In April 2020 nervous and unsure of the financial outlook of the Club, the Board put in place several measures to manage our finances following the closure of all facilities. Significant was our proactivity and our agility in identifying and accessing a range of grant and emergency income schemes including business support grants, job retention scheme (furlough) and other local, hospitality / sport specific grants. Accessing this support means the Club avoided having to make significant decisions that would have affected our plans for the future and aspirations.

Like all organisations there undoubtedly are things we may have done differently with the luxury of hindsight; that said I can personally guarantee that the wide range of decisions the Board has had to make during a period of both unprecedented economic and general uncertainty, have been taken with the best long term interests of the Club, based on the information (mostly very limited) available to us at the time. With our members support and the skill, willingness and motivation of those responsible for the running of the Club, we have been able to navigate the challenges of the pandemic and make decisions to keep us moving forward as a Club.

### Highlights for 2020 - 21 include:

- The **response of members** in supporting the Club during the pandemic in both financial and less tangible but equally important ways, showcasing all that is good about Club life and our community.
- The response of sections and our **small army of volunteer** members, coaches, parents and supporters who have worked tirelessly to help put on training, matches and sport whenever the Covid restrictions allowed to ensure maximum use of our facilities when open and implementing a myriad of rules and regulations to keep everyone covid safe.
- **Completion of a £246,000 project to replace and improve the Green Pitch** to retain one of our key assets to support participation and income generation. The pitch is now used by all four sports and is also available to the local community.
- **Improved Club Communications** – 10 editions of our Bluesletter, increased website, social media usage and engagement including live streaming the 300 Club Draw and our first online AGM
- Running our first **Great Timperley Auction Fundraiser** and use of online giving and donation as well as growing our monthly draw from a 200 to 300 Club with on average 75 to 100 more entries per month than we had pre-pandemic.
- A new **Club Management System (CMS) development** progressed, rolled out and implemented for online membership commenced in April 2021. This system also replaces our obsolete bar tills and over time will become the main interactive portal for members to engage with the Club including website, membership, members cards, payments and communications.

- **Adapting our bar and clubhouse operations** to be covid safe and, credit to all, there have been no covid outbreaks linked to the Club. A hidden benefit has been the rediscovering of the popularity and potential of our outside seating areas and we have launched a major new project to replace and upgrade the current decking in 2022.

### Challenges we faced in 2020-21

We faced a wide range of unprecedented challenges during the year and I hope that like myself you should be proud of our response in how we have approached finding new ways to make sport happen at the Club as soon as restrictions were lifted. Some of **the key challenges and uncertainties** were:

- **Impact of lockdowns and local tiering systems** on the ability to play organised sport and operate the clubhouse and bar
- The **loss of virtually all of our community programmes**, group bookings, function room hires and events due to restrictions.
- Implementation of continually **changing Government and National Governing Body guidance and regulations** for how we operate including track and trace reporting and a wide range of adaptations to how exempt sports were played and how we ran the clubhouse and bar.
- Managing the Club and **making decisions during periods of great uncertainty** and obvious lack of clarity

**Our Member Survey** saw over 180 responses which was another great display of the strength of feeling the Club generates and the feedback we received is being used as we plan for wider reopening and in turn development opportunities and we thank everyone for their time and attention to the survey and look forward to an even better response to the next. Headlines will be shared at the AGM.

As I conclude I cannot help but be reminded myself of the huge positives that the last 12 months has shown me. The Club, its people and the entire **TSC Family**, is truly unique and shown that it is able to deliver under the most testing of times. We must of course remain alert to the challenges we face and as grant support dwindles, the practicalities of moving forward in a safe, effective and efficient way mean in many ways we have a tougher year to come but I am steadfast in my belief that we will rise above the challenge and see the Club flourish and grow further with the support and stewardship we benefit from.

**Thank you to our Members, volunteers and staff team** who have worked so hard during 2020-21. One thing COVID 19 seems to have taught us all is **how much Our Club means to us all**, not just our facilities, but the people, past present and, of course, those no longer with us. We owe a debt to everyone who has got our Club to where it is today and to those who will take it forward in the future.

The work of our sections to translate volumes of Government, Governing Body and NHS guidance on COVID 19 to get sport on has been incredible. The creativity and determination of our volunteers to offer members 'Covid Safe' sport is a credit to all involved and to seeing the club active 7 days a week, with all 4 sports, demonstrated the value we can play in our local community and the lives of our members.

**I will conclude this introduction to the 2020-21 Annual Report by recommending its acceptance to Members.**

**Jarrold Sykes**

**Chair, Timperley Sports Club Ltd**

#### **Our Vision**

*"improving the lives of local people through health, wellbeing and sporting opportunities for the whole community"*

#### **Our Mission**

*"TSC is a popular multi-sports club run as a 'community hub' to create opportunities to inspire active, healthy and fulfilling lifestyles for local people"*

#### **Our Objects – set out in the Rules of TSC Ltd.**

*Rule 4 – The objects of the Society shall be for public benefit:*

- The promotion of community participation in healthy recreation for the benefit of the inhabitants of Timperley and surrounding areas by the provision of facilities for playing cricket, football, hockey, lacrosse and other sports.*
- Without distinction of age, sex, sexual orientation, race or of political, religious or other opinions to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life, health and wellbeing of the public.*



# 1: Operating highlights 2020 -2021

The Board has focused on **four priorities for 2020 – 21** and delivered against each of these major pieces of work:

- ✓ Strong **financial management** to mitigate and manage the impact on Covid-19 pandemic on trading activity.
- ✓ Keeping club **Covid-safe**, secure and compliant whilst maximising use by Members.
- ✓ Replacing the **Green Pitch**
- ✓ **Exploring funding opportunities** to support scoping the options and feasibility of the long term aims of Project 18 (Club Development) - reflecting changes in funding sources

## Key Indicators

Members	Assets	Surplus (before depreciation)	Capital Expenditure	Organised Teams	Employees / Volunteers
950  (2019 -2020) (826)	£1,215,365  (£1,179,986)	£28,730  (£57,224).	£191,791  (£33,000)	Youth – (70) Adult – (24) Masters – (5)	5 (Employees) Over 180 (Volunteers)

## Investment back into the Club and our Community Facilities (Capital and Revenue)

- **Replacement and upgrade of Green Pitch (£189,296 + £25,221 Unrecoverable VAT)**
  - Phase 1b of Project 18 completed in July - September 2020
  - Project included: Pitch carpet and shock pad replacement; replacement fencing; drainage works; extended spectator area and goals. To complete the project the floodlight replacement to LED is scheduled for late July 2021 (**£32,314**).
  - The project marks the upgrading of the pitch to a sand-dressed Lano surface, it's proving a good playing surface and a lot kinder on the knees after replacing the 29 year old shock pad.
  - Project Funding:
    - Grants £105,000: National Hockey Foundation (£50,000); Power to Change (£25,000); Access to Growth Fund Social Investment through GMCVO (£10,000) and First Ark (£20,000)
    - External lending £120,000: Access to Growth Fund Social Investment through GMCVO (£40,000) and First Ark (£80,000)
    - Member fundraising: 18,110 Total, Great Timperley Auction (£7,000); Pitch Squares Fundraiser (£8,690), other member donations (£2,420)
    - and balance from TSC Ltd / 300 Club (£3,721)
- **Site improvement and ground repairs (£9,512)**
  - Linked to some of the green pitch further work was completed in Summer 2020 on site drainage around the ATP's and drive.
  - To improve site security fencing was installed in the Wood Lane Car Park in Autumn 2020 to stop access to and from the golf course to the club and addressed the challenges that this previously caused especially on dark evenings and at quiet times.
  - One of the benefits of the lockdown and restrictions on playing sport is that the grass outfields have had a period without use in the Winter months allowing good growth and recovery and are currently looking splendid!
    - Funded: Club
    -
- **Clubhouse improvements (£6,001)**
  - Ongoing improvements to our security system including the alarm system and additional and upgraded CCTV. Further work and deterrents to deter unauthorised site vehicle access are planned for Summer 2021.
  - Upgrade to heating/ventilation and air conditioning system
  - Upgraded wifi
    - Funded: Club

In addition to the above we continued to invest in normal maintenance and running costs of the playing surfaces, overall site and buildings. Sections also continued to invest in sports specific equipment.



## Membership

As reported at the 2020 AGM the progress to switch to a fully online membership and club management system was slower than planned due to the impact on Covid-19 on the supplier and changes in ownership and personnel. Due to limitations on use of paper, closure of the clubhouse and a focus immediate prioritises the completion of outstanding and new TSC Ltd Membership Forms was a lower priority in 2020-21 as we expected the new system to be available earlier that it was. This impacted the number of new members approved in 2020 – 21 and delayed work to complete the process to follow up on ensuring all former TSC members joined TSC Ltd.

The membership data shared below is for approved Members of Timperley Sports Club Ltd (in line with our Rules), people who have completed the TSC Ltd Membership Application and approved by the Board, or part of the transfer of former TSC Honorary Life Members and Life Social (now Non Playing Members), There remain a number of playing and non-playing participation who paid an annual subscription in 2020-21 but need to complete the new Membership Application. Once the new Club Management System (CMS) is fully implemented we should see an increase in approved members of TSC Ltd as the online system links payment of subscriptions with the Membership Application process.

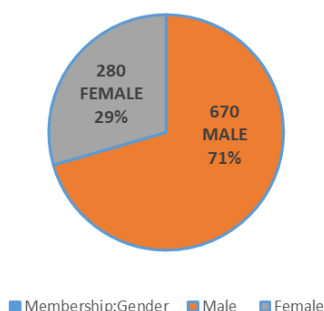
There has been an **increase in membership from 826 in 2019-20 to 950 in 2020-21**. In addition to 13 new membership application approvals and an adjustment has been made to the overall membership figures for 2020-21 to include 111 former TSC Honorary Life Members and Life (Social) Members who had their membership transferred to TSC Ltd (ratified by both the 2019 TSC AGM and the 2020 TSC Ltd AGM). We will be working with these Members to update and validate their details in 2021-22. There is no adjustment to the share capital for these members as their £1 withdrawable share was accounted for in the 2019-20 Accounts, but they were not included in the membership figures.

Work on the configuration of the new CMS system re-commenced in late 2020 and work continued in the first part of 2021 to roll out the system on a phased basis starting with Cricket for collection of Summer 2021 subscriptions. Whilst there are a small number of set up issues to resolve the system will be fully rolled out by mid-2021. Early indications are that the system once fully set up will significantly improve our Member, membership and communication processes, our data management and volunteer time involved in collecting and reconciling subscriptions.

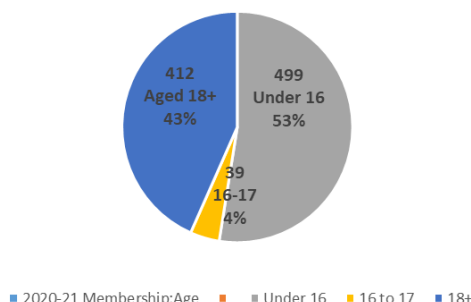
The CMS also provides an integrated solution for our bar tills and the new Member Card replacing the former bar card. The new Member Card system is planned to go live in Summer 2021 and will include a discount on eligible products to adult Members on bar sales.

## Membership Summary

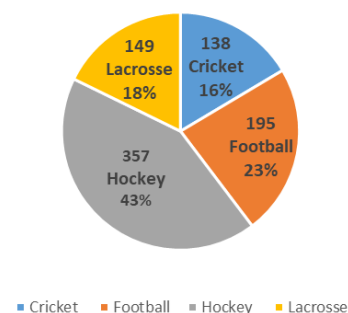
2020-21 Membership: Gender



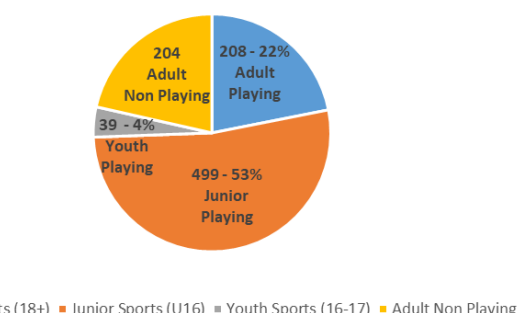
2020-21 Membership: Age



2020 - 21 Membership: By Sport



2020-21 Membership: By Type



## Fundraising

The pandemic restrictions impacted many of our traditional fundraising activities and events however, we adapted and introduced more on-line fundraising and members and supporters of the Club had been extremely supportive. These changes will continue to be part of the ways we raise funds moving forward as well as the return of events and activities that members and supporters can attend at the Club. A total of **£36,154 was raised in 2020-21** with the majority going toward the Green Pitch and Defibrillator.

Our main Club-wide fundraising activities in 2020-21 were:

- **300 Club launched in spring 2020**, replacing the 200 Club – due to significant increase in entries with the option to pay online via PayPal (raised £9,404 in 2020-21)
- **'Buy a Square'** donations towards the Green Pitch replacement using the Virgin Giving Platform to make it easier to donate and reducing administration of Gift Aid (raised £8,690 in 2020-21)
- **Great Timperley Auction** – online Auction that engaged members and supporters from donating 'Lots' to bidding for 'Lots' and helped keep people connected with the Club during the first Lockdown (with donations raised £7000 in 2020-21)
- **Member and Other Donations** – raised £11,060 in 2020-21 including NISA Community Fund (for community defibrillator)



Whilst we raised significant funds for the Club in 2020-21, it was also time to give back, helping our local community and our Members took on a range of fundraising challenges for charities with thousands raised.

In additional sections also worked hard to raise funds to support their activities during the year as traditional income streams such as Match Fees and events were impacted.

## 2: Our Impact

In our 1<sup>st</sup> Annual Report we set out how we planned to develop a more systematic approach to how we capture our participation data and over time **develop a broader set of social impact measures to reflect our Objects**. Two factors impacted this work in 2020-21. Firstly, the impact of the pandemic on the increased reporting and administration to deliver Covid safe sport to meet Government and NGB requirements that our section volunteers had to deliver and secondly, the suspension of all community activity at the Club as this was not permitted under the sport exemptions and restrictions.

We remain committed to taking forward developing a relevant and robust set of Social Impact measures in 2021-22 and will be working with our Social Investment partners to develop these to meet both Club and external requirements.

The draft **Impact Matrix** will be developed based on our three, previously agreed, high level themes:

- Active Community
- Engaged Community
- Sustainable Social Enterprise

The key areas where we plan to continue to focus and develop our **social impact measures** are:

- Organised sport and physical activity – increasing activity levels for the active
- Recreational health and wellbeing activity – increasing activity levels for in-actives
- Social interaction and reducing social isolation – increasing opportunities for individuals to meet and engage in a range of activities
- Community cohesion – supporting community groups or organisations
- Employment: 5 employees, temporary plus self-employed coaches
- Economic trading activity with local and regional suppliers

We plan to also, over time, look at a set of wider sustainability measures.

Once we get through the recovery phases post the pandemic and get the operation of the Club back on an even keel, we will be recommencing work to develop and populate our framework setting out our key outcomes to demonstrate how we will meet our Objects and deliver out vision and mission.

This work will be part of the feasibility scoping work that is planned for Project 18 in 2021 and supported by funding obtained to help us understand and scope the wider community and social impact of what we do as a Club – through our sections and with and through the local community.

### Timperley Sports Club – key outcome areas (draft)

- **Currently developing our key outcomes areas and measures to demonstrate our how we will meet our objects and deliver our vision and mission**

KEY THEME (Draft)	ACTIVE COMMUNITY	COMMUNITY ENGAGEMENT	SUSTAINABLE COMMUNITY ENTERPRISE
Illustrative areas (now)	<ul style="list-style-type: none"> <li>• Participation numbers / demographics / activity</li> <li>• Core Sport Progs x 4</li> <li>• Pitch, Group Class hires</li> <li>• Schools / outreach</li> <li>• One off events</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups usage</li> <li>• TSC participation in wider community events</li> </ul>	<ul style="list-style-type: none"> <li>• Financial sustainability</li> <li>• Investment in facilities</li> <li>• Volunteer numbers and capability</li> </ul>
Illustrative areas (future)	<ul style="list-style-type: none"> <li>• Broaden current sports – tasters, ways to play etc</li> <li>• New informal ways to get active, health, well-being</li> <li>• New programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase community groups / use (linked to new facilities / capacity)</li> <li>• New community programmes (linked to CDO role)</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance site / environment</li> <li>• Investment in programmes and supporting resources</li> <li>• Generating 'sinking fund' to fund future investment in facilities</li> <li>• Affordable pricing / fees</li> </ul>

### Summary of users and beneficiaries 2020-21

Timperley Sports Club is a community based, not-for-profit organisation providing cricket, junior football, hockey and lacrosse through its four constituted sports sections. Currently 950 members (March 2021) aged from 5 to 75+ regularly participate in one of our core sports. Around 75 - 80% live in the WA14/WA15 postal code areas.



In addition, all of the Club's facilities are normally available to non-members, organised groups, or associations, or by individuals on an ad hoc basis from across the local community. Due to Covid-19 restrictions and regulations virtually all community based use, hires and regional and area competitions were suspended in 2020-21 as it was not permitted. We plan to rebuild our community programmes and use in 2021-22 once Covid restrictions allow and this remains a key part of our operating model and how we deliver against our Vision, Mission and Society Objects.

The Club's playing surfaces (grass and floodlit artificial) have been used extensively during 2020-21 at all times that our sports have been permitted to play under the Government exemptions for organised sport. All our sports showed creativity and flexibility in finding new ways to put on training and activities when competitive matches were not permitted and then, once they were, delivering within the Covid-19 safe requirements. The playing seasons for all four sports were impacted but all were completed through their volunteers to providing as many playing opportunities as possible even though competitive leagues in the main were suspended or cancelled.

Sections have used the facilities extensively and worked on sharing the site often with all four sports often being played on the same day. Sections have increased their activity overall utilising the pitch times available and replacing the space usually used by community use where this was not permitted.

Over 1000 matches were organised during the extended 2020-21 and delivered by our sections from our younger Members (Under 8) to our Masters (Over 50). Additional tournaments and new format friendly ways to play were also introduced to meet the demand from Members to play sports. Sections used the playing surfaces 7 days a week when restrictions were lifted.

As referred to above the number of external user groups and events using the Club in 2020 -21 was severely impacted by the Covid-19 restrictions however, a small number of activities and groups were able to access and use our facilities as and when Covid rules allowed:

- England Lacrosse / Wales Lacrosse / Scottish Lacrosse
- Cheshire County Cricket Board
- Sri Lankan Lions Cricket Club
- Broadheath Central Junior Football Club
- Altrincham Football Club
- SALE FC
- Soccerwise junior sports coaching
- Trafford Council for primary schools tournaments
- Forest School for regular sports sessions and overflow teaching facilities for pre-school children
- Hale Prep School
- Loreto Grammar School
- Manchester Korfbal Club

The priority for 2021-22 will be to get back to the Club being a well-used and valued 'hub' for the local community accessed by members, individuals, groups, schools, businesses or local or regional organised events. The demand is there and remains high and once restrictions allow, we will be focused on rebuilding our wider programme and usage.



*Adapting and being creative became a feature of the year of living through the Covid-19 pandemic as we adapted how we played sport, how we behaved and how we ran the Club.*

### 3: Outlook and future plans

With the ongoing restrictions and impact of the COVID 19 pandemic likely to continue until the middle of 2021 there will be further pressure on our trading income if restrictions continue and or increase during the winter months. This will have a major impact on the 2020-21 income and any likelihood of returning a surplus to invest back into the Club.

These short term income and operational challenges over the next 6 – 12 months due the impact of COVID 19 will continue to be the key priority of the Board. As an asset owning club, that has focused on building long term reserves to invest in future development, we are confident about our future and ability to bounce back if continue to focus on the level of financial and operational management we applied during the first six months of the pandemic.

Protecting our designated reserves during the uncertainty of the pandemic has been a major achievement. From the start of the pandemic the Board prioritised the need to do all we could to protect our long term options and opportunities by preserving those funds build up over many years that we set aside for Project 18 and the long term development and sustainability of the Club.

**We remain committed to the future development and investment in the Club** and the next phases of Project 18 relating to the overall site masterplan including access, parking and safety, the blue pitch replacement and improving our clubhouse and multi-use facilities. We remain in a in a strong position to take forward the wider aspect of Project 18 with our ring fenced funding (designated reserves) and the commitment linked to the Lease obligations with Trafford Council.

Despite the impact of the pandemic on much of normal activity, we have worked with [GMCVO](#) to explore options for how we could develop our wider social impact, longer term development of the Club and funding options. In early 2021 we started an application process to [Resonance Ltd](#) , an organisation that works with social enterprises and charities to help them raise capital from like-minded investors and manages award winning impact investment funds, which deliver a financial return and a targeted social impact. We have been successful in gaining investment from their Community Developers Fund to enable us to complete an **externally supported scoping and feasibility study for Project 18** building on the previous work completed by Member Groups and other Research.

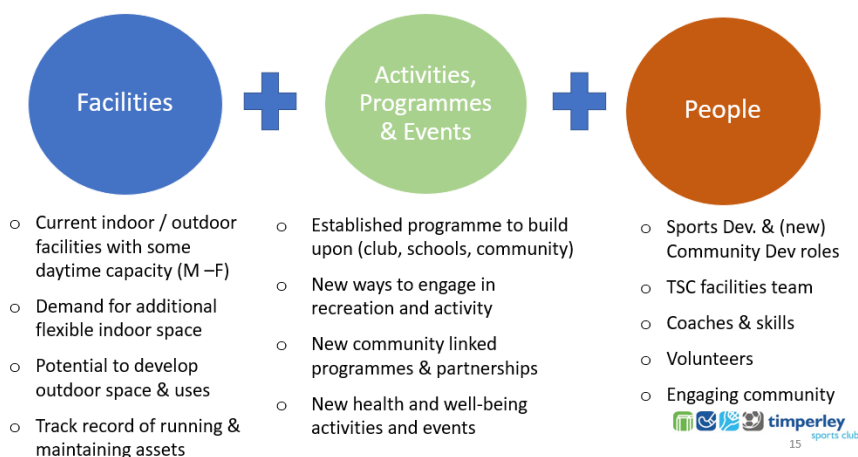
[GMCVO](#) will continue to support us through this key phase of work to bring back options for review and once narrowed down and a more detailed business case prepared. It is vital that in progressing Project 18 that beyond the Blue Pitch replacement where we have significant experience, that are clear on the choices we have to develop our facilities in a sustainable way – generating additional income to support operating and running the facilities and increasing our social impact.

Whilst 2020-21 has been a frustrating year and slowed us down on the planned Project 18 timeline we have completed Phase 1b (the full green pitch replacement including fencing lighting) and now have a clear plan to and investment to help us produce set of options from the scoping work to use to do a feasibility and business case. In the short term the next major decision will be on the blue pitch replacement and or any remedial work to extend its life head of the wider site masterplan linked the scoping work.

We have also received positive external feedback from GMCVO, First Ark and Resonance on how we have managed through the pandemic as a club both financially and through putting on as much sport and activity as the restrictions would allow.

**As a reminder these are the key elements of Project 18:**

### Project 18 – key components to deliver impact



## 4: Community and Sports Section Highlights

Back in March 2020, when the pandemic arrived, we had no way of knowing that the next twelve months would turn out as they have done. All contact with the community groups that use the club and the informal groups of friends that would ordinarily play 5-a-side football and have a drink, stopped overnight and virtually all revenue streams dried up. Activity and community usage ceased in March 2020 as restrictions on use of indoor facilities us severely and community based, and informal sport did not fall within the permissible forms of exempt organised sport allowed from June 2020.

With time and a little invention, we found a way to re-establish some connections. A few local schools were able to use our facilities and in the late summer organised (exempt) outdoor sport was able to return, provided covid-safe protocols were followed by other clubs using our facilities. But even these were limited and impacted again through the second (November 2020) and third (January to March) lockdowns.

Jump forward to today, and some fitness classes have now re-started, informal 5-a-side football groups will return in August 2021 and we are now getting enquiries to hire the function room for community activities and family celebrations in the Autumn 2021. Our four sports have shown great resolve and been fully committed to offer their sports (training, matches and different formats and tournaments) to give Member and visiting teams the opportunity to play sport and gain the wider non-sporting benefits of social interaction and the wider support network of the Club. Again, we have had external feedback, as well as from our Members welcoming the range of activity our sports section put on, and how they worked to find ways to get sport on even during the period when there were travel restrictions in and out of Greater Manchester.

Generally, the outlook remains a positive one and we are well positioned to bounce back as restrictions lift. The pandemic has given us the opportunity to look things differently, both what we do and offer and also what impact there has been on demand and community needs going forward. Entering this post-pandemic period, we can look at what we do in a similar way to how a new business start-up would, looking for new opportunities but at the same time, being very careful with our finances.

This time next year, we hope our story will be very different to this. We hope we will have more to say about continued investment in the club and our facilities, our community engagement, participation, and impact, and how Project 18 is shaping up. In particular, we look forward to reporting on the successes and achievements of our Cricket, Hockey, Lacrosse and Football sections and their plans for the future.







## Cricket Review of the 2020 – 2021 Season

### Chairs Report for 2020 - 2021

#### Intro

The Cricket season of 2020 at Timperley will long be remembered as the season we so nearly missed due to the COVID 19 pandemic.

#### Key Highlights and developments

##### On pitch

For much of the spring many thought it was unlikely that any cricket would be played at Timperley in 2020. However, as the lock down eased, we embraced the ECB guidelines for return to cricket. Initially constrained to nets and limited practice we eventually managed to play almost half a season of senior cricket and a delayed junior season continued on beyond the normal season end in July into September. To extend the season further we introduced weekly girls and women's flood lit softball cricket on the ATPs. This proved a great success running through to the end of October. The majority of people were just happy to be back at the Club and playing cricket.

##### Off pitch

The section has a strong management committee and an ever-growing cadre of willing parents and supporters.

#### Participation

We continued to field 6 senior teams including the over 40s and had over 100 junior members from aged six up. Whilst we were unable to run All Stars due to COVID restrictions we provided coaching for 7–18-year-olds. Our junior teams were active at most age groups in the Cheshire County and South Manchester Junior Cricket Leagues. Girls coaching sessions commenced and the girls and women's floodlit softball events were very well attended by players from across the County

#### Section Finances

Cost of running section during the year to April 2021 including repayment of Club loan was £29,009.

#### 2021 season

With COVID 19 restrictions easing it seems everyone wants to play cricket! We made the decision to enter a sixth senior Sunday team and given the increased number of juniors have entered two or more teams at each age group and have formed a girls U11 team.

#### Bob Page, Cricket Chair



#### What we offer

Year-round coaching, recreational, and competitive cricket programmes for all ages from 6 up

#### Participation

- 6 Men's Teams
- 1 Over 40s Teams
- 11 Under 19 Academy Teams
- 38 Senior Players 18+
- 125 Players Under 18
  - 99 males
  - 26 females

#### Volunteer development

- 2 Coaches (1 level 2 coach shielding)
- 1 Umpire
- 1 Scorer
- 12 Managers and support roles
- Over 13 volunteers supporting delivering cricket

#### Cricket Development

- Coaching sessions 4 nights a week
- Delivered coaching in local schools
- Hosting local and regional girls and women's tournaments
- Organised with CCCB cricket summer schools



Affiliated to ECB, Cheshire County  
Cricket Board

ECB Clubmark accredited

#### Cricket Committee (2020-21)

Chair:	Bob Page
Treasurer:	Dave Twiney
Secretary:	Chris Page
Academy Co-ord:	Nathan Brown
Fundraising Co-ord:	Matt Fletcher
Welfare Office:	Nathan Brown





## Football Review of the 2020 – 21 Season

### Chairs Report for 2020 – 21

#### Overview

Despite the well-known pandemic related challenges to all of our lives, 2020-2021 was another stop-start but hugely successful year. If we were unsure as to what the response to the pandemic would be to our club we were blown away by the attitude, resilience and appetite across the Section. It is a testament to our players, coaches and of course parents and families that the restart was so successful and we thank all for their contributions.

The new Teams we had taking part in the South Manchester Girls League had a fantastic season and are playing the Timperley way, with a further Team to launch for the coming season. The Power League TDJFL sessions remain popular so much so slots had to be shared. We were not surprised to see the new Teams at U9 take to 'League football' so well and our reputation across the age groups, Leagues and Competitions we play in continues to grow positively.

After a difficult 'last season' it was really satisfying to see the conclusion of this one; many of our teams progressing in Cups and doing well in their Leagues. As importantly as that, and, in line with our stated aim of being inclusive, fun but also finding competition and stretch at all levels we find ourselves going in to next Season with full squads and waiting lists across the club. Congratulations to our U13 Boca for winning their League and to U13 Barca who became first team to win Division 1 League. – well done to all of our Teams!.

As always our focus the believe in doing things the 'Timperley way' developing the person as well as the player, encouraging \*EVERYONE\* to be the best we can be, and giving a range of opportunities and support to all involved.

#### Key Highlights and developments

With so many Teams the hours needed to make this happen continues to grow and kudos to all of our volunteer coaches and committee for making this happen. We are playing 'home' games at six venues and so the scale and size of operation is considerable.

We continue to try and support causes, specifically those close to us either physically or in our hearts and minds and we are proud to say that we have supported Trafford South Foodbank in their tremendous and much needed work.

#### Section Finances

We continue to operate a cost neutral model, any surplus being retained in reserves. With an annual cost approaching £50k, income is invested directly and indirectly in the footballing and facility related area in which we deliver them. Our entire Team remain entirely voluntary.

**Jarrold Sykes, Chair, TFC**

#### What we offer

##### Participation

- 1 Mixed Team
- 29 Boys teams
- 4 Girls Teams
- 459 Players Under 18
  - 392 males
  - 67 females

##### Volunteer development

- 34 Coaches
- 23 Assistant Coaches
- Over 60 volunteers supporting delivery of football

##### Football Development

- Coaching sessions and matches 4 days a week
- Wildcats Girls programme (Autumn 2021)
- Inclusive & player centric development through to high level participation



Affiliated to Cheshire Football Association

FA Charter Standard Club

#### Football Committee (2020-21)

Chair:	Jarrold Sykes
Treasurer:	Jayne Stakes
Secretary:	John Dunstan
Welfare Officer:	Carly Cash
Parent Liaison:	Jonny Cowan
Girls Development:	James Naylor



## Chairs Report for 2020-21

### Overview

The spirit of club hockey shone through in 2020-21 and it will be remembered as a season when we recognised and celebrated the small army of volunteers that made hockey happen at every opportunity we had. Wearing the shirt was matched by wearing the hi-vis as so many people stepped up to help make sure we were covid safe.

The season was pretty stop start throughout and extended into July 2021. All senior and junior Leagues declared null and void and replaced by friendlies extending into the early Summer for all teams except the 1<sup>st</sup> teams who were most impacted by travel and Tier 3 restrictions.

Everyone involved has shown great stoicism in adapting to the changes needed to get the games on. Like many areas of life hockey folk got creative in all sorts of ways with #hockeyathome challenges, online bite sized coaching, our socially distanced skills zone and ways to play.

### Key Highlights and developments

#### On pitch

- Lots and lots of hockey played in new formats including the Bowdon v Timperley Challenge with over 30 games played over Easter weekend from Under 10's to Over 50's
- Women's Over 35's were runners up in the 2019-20 England Hockey Tier 2 Championships played in September 2020.
- In the delayed 2020-21 EH Championships played on 10<sup>th</sup> July 2021 we had double success with both the Men's 1 and Women's Over 45's winning the Plate competitions
- Hosted popular U8, U10 and u12 mini tournaments for local clubs
- Badgers and Beavers, U14 and U16 games extended til June
- Congratulations to Oliver Evans (England U18s) and Eve Bowen (Wales Under 19s) on their selection.

#### Off pitch

- Our off pitch activities were limited including only being able to access three schools as part of our outreach coaching and the cancellation of the Trafford Primary school tournament and Quick Sticks festival we normally host.
- The hockey family spirit was the out and out highlight of the year and the commitment, cheer and positivity of our volunteers in coming together to make hockey happen.

### Section Finances

The hockey section had a challenging year financially with the loss of the Summer 2020 fundraising hockey events, sponsorship income and match fees. Costs were reduced and members supported through additional fundraising. Overall, the season cost c. £55,000 to run our programme and overall, we broke even after anticipating making a £10k loss. Extending the season has made a major contribution to our finances and we have been able to run our fundraising Summer 2021 tournaments.

### What we offer

Year round coaching, recreational, and competitive hockey programmes for all ages from 5 to 75+

### Participation

- 7 Men's Teams
- 6 Women's Teams
- 4 Masters Teams
- 1 Mixed Team
- 17 x U18 Academy Teams

### Volunteer development

- 24 Coaches / Support Coaches
- 26 Umpires
- 17 senior team Captains
- 12 Young Leaders
- 14 Managers/ Team support roles
- 20 Covid Support Team/ Marshals

### Hockey Development

- 15 coaching groups a week
- Delivered coaching in 3 local schools
- Hosting club run tournaments for all ages
- Organised weekly recreational summer league for 36 local teams
- Hockey Heroes (5-8 years)



Affiliated to England Hockey, North  
Hockey Association and Cheshire  
Hockey Association  
EH Clubmark accredited

## Hockey Committee (2020-21)

Chair:	Shelagh Everett
Vice Chair:	Kieran Jeffrey
Vice Chair:	Haroon Bangee
Treasurer:	Malcolm Tucker
Secretary:	Rob Judd
Club Captain:	Colin Taylor
Club Captain:	Jo Robinson
Academy Co-ord:	Anna Mawby
Fundraising Co-ord:	Jackie Lord
Covid Officer:	Andrew Foster
Welfare Officer:	Steph Ashworth



## Chairs Report for 2020-21

The Lacrosse season of 2020-21 at Timperley was one of our most challenging in our 50-year history. The 2020-21 Season once again recognised the challenges the pandemic had to offer. Initially our season was cut short with lockdown but as we were allowed to start again the TLC committee stepped in to overdrive. With the help of all our volunteers and members we got back to playing Lacrosse (In the SUMMER) and managed to offer lots of Junior and senior competitive games with our senior Men's team finishing top of their respective leagues. We thank you all for your contributions during this difficult time.

Also we are finally able to start the 50<sup>th</sup> year celebrations at Timperley which will now go ahead with the Lax Day on 17th July and then the 50<sup>th</sup> Dinner Dance on the 18th September.

### Key Highlights and developments

#### On pitch

Pop development growing year on year and improving on participation numbers puts us in a good position for the future

The Juniors provided us with the great success in 2020-21 season with all boy's teams developing into very strong teams and the U14s finishing the season unbeaten. The Girls also had a successful summer season with the U11 and U13 winning games and developing into very strong teams who will be hard to beat next season. U15 only lost one game all season and both our U18 teams look strong for the upcoming season and also went unbeaten in the Moreton Hall sixes tournament.

Seniors Ladies having a great start to the season winning all 3 games before the break and then looking strong in the summer friendlies.

Senior Men had a great season with both teams finishing top of their respective leagues

#### Off pitch

The section has continued to grow with more volunteers and junior members stepping up to help out in organising events and getting jobs done. We also have a strong board looking to increase our member numbers and get more involved in the community.

### Participation

We continued to field 4 senior teams and 8 junior teams and a large POP development programme. With over 100 junior members from aged 8 up.

### Section Finances

Over many years the Lacrosse Section have fundraised and generated reserves from a levy on TSC subscriptions and social events. The costs of running the section are on average approx. £35,000 per season to cover the cost of League and NGB affiliation fees, Coaching, Officiating, Equipment and general expenses. The ability to maintain reserves enables the section to identify areas of development and contribute to TSC initiatives as seen over recent years relating to drainage, Floodlights and ATP upgrade etc. The section is committed to continue supporting TSC development over and above individual member donations.

**Phil Hartley, Chair, Timperley Lacrosse**

### What we offer

Year-round coaching, recreational, and competitive lacrosse programmes for all ages from 6 up

### Participation

- 3 Senior Men's Teams
- 1 Senior Women's Team
- 5 Junior Girls Teams
- 3 Junior Boys Teams
- POP Development Sessions
- 60 Players 18+
  - 40 Male.
  - 20 Female
- 123 Players Under 18
  - 48 Male
  - 75 Female

### Volunteer development

- 20 Coaches
- 7 Umpire/Referees
- 4 Scorers
- 9 Managers
- Over 20 volunteers supporting delivering Lacrosse

### Lacrosse Development

- Coaching sessions weekly
- Delivered coaching in local schools
- Hosting local and regional girls/boys and women's tournaments
- Hosting England Lacrosse coaching sessions for talent pathway and Senior Teams



Affiliated to England Lacrosse and NWLA

### Lacrosse Committee (2020 -21)

Chair:	Phil Hartley
Treasurer:	Alan Holdsworth
Secretary:	Tim Blower
POP Dev'ment Lead:	Sarah Baron
Junior Women's Co-ord:	Cengiz Ilhan
Junior Boys Co-ord:	Sam Hirst
Senior Women's Co-ord:	Kat Swallow
Senior Men Co-ord:	John Hirst
	Greg Sandy
Fundraising	Alan Rommel
Comms	Cengiz Ilhan
	Alan Rommel
Welfare Officer	Mike Smith





## 5: Financial Report 2020 – 2021

2020-21 has been our first full 12 months operating as a CBS using our new financial period end of 31<sup>st</sup> March 2021 and the disruption caused by Covid-19 restrictions has been extreme. However, by accessing a wide range of funding support either from UK Government, Trafford Council, Sport England, other sporting organisations and social funders we have been able to successfully navigate these uncertain times.

**Timperley Sports Club (Trading) Limited reported a deficit of £24,269** reflecting the impact of Covid-19 restrictions on our trading income and no donation was available to be made to TSC Ltd. Instead TSC Ltd has issued a letter of support to Trading confirming that it will fund its ongoing working capital requirements.

As in previous years, to make the review and approval of the accounts as simple as possible for Members to consider a Consolidated Income Statement and Balance Sheet have been included in this Annual Report with historical comparisons.

Following the last AGM, the Board undertook a **review of its Auditors** and, following a tendering process decided to appoint Mitchell Charlesworth to undertake the 2020/21 and future audits, in line with the Resolution approved by the 2020 AGM.

**Statutory Financial Accounts** have been prepared for each entity and have been audited (TSC Ltd) or prepared (TSC Trading Ltd) by Mitchell Charlesworth and set out in the AGM meeting pack shared with Members.

### Key Financial Highlights: Audited Consolidated Accounts

#### Surplus:

- The net consolidated surplus was **£17,110** (2020 - 15 months £47,804) reflecting the negative impact of Covid-19
- Grant income for operating purposes from sources such as the Job Retention Scheme (JRS), Retail, Hospitality & Leisure Grant, Restart Grant, Lockdown Support payments, Football Foundation and Sport England Emergency Funding totalled **£119,457**. The impact of not having worked tirelessly to chase every funding opportunity is clear to see.
- Before Depreciation (non-cash) the Club recorded a Surplus of **£28,730** (2020 £57,224).

#### Funding:

- In addition to the operating grants TSC also received **£105,000** in Capital grants which supported the investment in the Green Pitch. These are matched to the investment in the accounts and released in the same way as depreciation over the lifetime of the pitch.

These came from:

The Hockey Foundation: £50,000

Power to Change: £25,000

\*First Ark: £20,000 (Access to Growth Fund)

\*GMCVO: £10,000 (Access to Growth Fund)

- Further funding has also been provided through accessing **£170,000** loans from the following sources. Repayments on these only start in July 2021:

\*First Ark: £80,000

5 year term @ 8% with 12 months repayment holiday

\*GMCVO: £40,000

5 year term @ 6.6% with 12 months repayment holiday

\*\*BBL (Co-op Bank): £50,000

6 year term @ 2.5% with 12 months repayment holiday and 12 months interest free

\*Linked Loan: Grant funding provided through the Access to Growth Scheme. First Ark funding included £20,000 Grant and GMCVO a £10,000 Grant.

\*\* Government backed business Bounce Back Loan

#### Bar Account:

##### Sales

- Turnover for the 12 months to March 2021 was less than 15% of what might have been expected without Covid.



### Other Income:

- Subscriptions – in April 2020 due to the uncertainties around Covid and whether play would be possible the Board decided to reduce the subscription rate for Senior Cricket to that of Non Playing Members. This is the main driver behind the fall in subscriptions
- Donations – as previously described this covers money raised for the Green Pitch and Defibrillator
- Other Income - Includes £23k of Gift Aid returned subsequently to Sections in Sundry Expenses

### Expenditure:

#### Wages

- Bar wages were lower due to Covid and JRS receipts for permanent staff Administration
- Includes software licence fees, website fees and membership system development costs

#### Sundry Expenses

- Includes £26.6k returned to Sections, £25.2k of unrecoverable VAT

#### Professional Fees

- Legal fees of £5.7k were incurred around the CBS and, also, the Club's trading licences

#### Accountancy

- Book-keeping costs have been included in these accounts (previously in Professional Fees)

#### Maintenance/Rentals

- The single biggest areas of expenditure were on drainage clearance for £6.2k and CCTV £1.5k

### Subscriptions:

- The Board approved subscription rates for the 2020-21 season at the start of the Covid pandemic based on the best information and outlook available at the time. Subs were held at the 2019-20 levels and due to the uncertainty at the time playing cricket subs reduced.

### Cash at Bank:

- The movement from 31 March 2020 was an Inflow of £140k. Of this £37k was in Section Bank Accounts.

### Post Balance Sheet Events

#### COVID 19

- The Club has been partially reopened in line with Government restrictions since the closure of the previous financial year. The further delay in full reopening of indoor trading from 27<sup>th</sup> June to 19<sup>th</sup> July 2021 as per the latest Government statements will have a further impact on our financial performance in the year to March 2022. However, we continue to mitigate this impact by focusing on maximising the use of the Club and its facilities wherever possible and minimising expenditure too.

#### Funding

- The Board has reviewed its lending and interest payments and is exploring options to reduce interest repayments going forward. Final discussions on this are still ongoing with our funders in line with the terms of the loans:grant agreements and potential longer term support as part of Project 18.

#### 2021-22 Subscriptions

- The Board has reviewed [annual subscriptions for 2021-22](#) and approved a small increase of £10 for full playing subs and £5 for Under 18 / concession. This is the first increase in subscriptions since 2018 and had been planned 2020-21 but the decision was made to defer the increase.



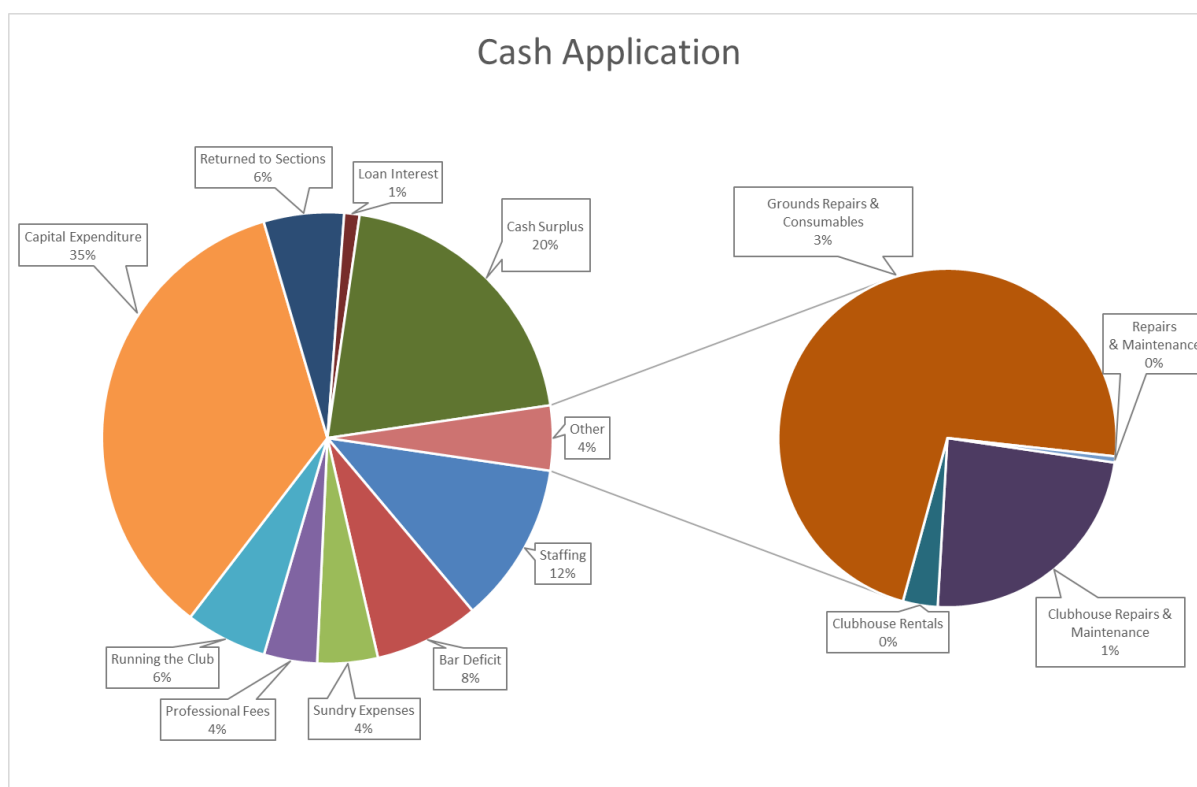
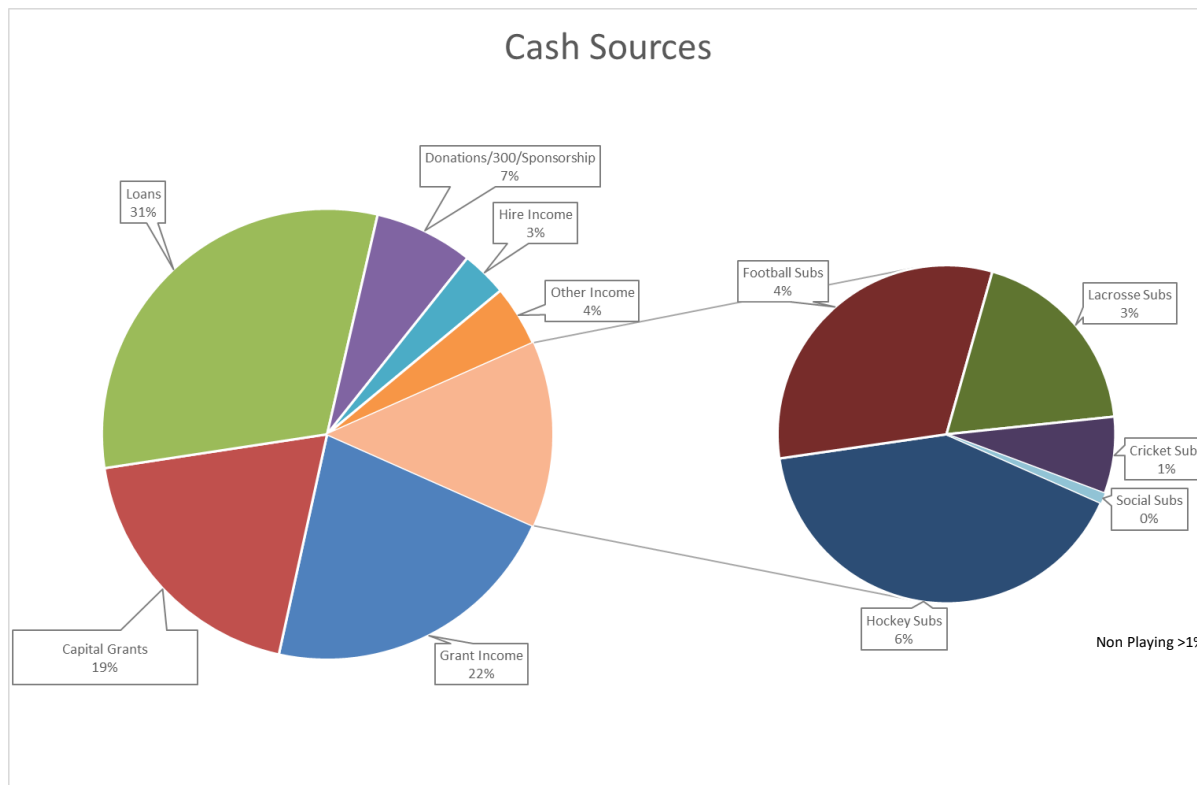
**TIMPERLEY SPORTS CLUB**  
**CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT**

	<u>12 Months</u> <u>Mar 2021</u>	<u>15 Months</u> <u>Mar 2020</u>	<u>12 Months</u> <u>Dec 2019</u>	<u>12 Months</u> <u>Dec 2018</u>	<u>12 Months</u> <u>Dec 2017</u>
	£	£	£	£	£
<b>Income</b>					
Bar Sales	25,142	268,867	226,175	220,441	195,928
Opening Stock	(2,408)	(3,568)	(3,568)	(5,250)	(4,542)
Purchases	(10,998)	(107,142)	(90,619)	(86,220)	(89,274)
Bar and House Wages	(55,382)	(90,969)	(70,260)	(63,493)	(56,318)
Members' Uplift	-	(5,312)	(3,798)	(8,369)	(7,208)
Closing Stock	2,408	2,408	4,653	3,568	5,251
Bar Account	(41,238)	64,284	62,583	60,677	43,837
<b>Other Income</b>					
Pitch Receipts	14,123	74,501	58,930	59,161	69,161
Subscriptions	72,851	85,128	85,128	85,083	69,990
200 Club	12,139	7,822	6,278	5,893	5,923
Pool Table	-	464	329	357	774
Gaming Machines	-	5,709	3,789	2,627	1,208
Hire of Clubhouse	3,915	24,637	20,042	21,825	18,408
Other Income	23,871	50,797	52,314	25,708	22,719
Section Levies	-	-	-	-	190
Donations and sponsorship	26,750	56,811	45,653	46,587	77,907
Grant Income	119,457	-	-	-	-
Bank Interest	19	1,068	501	161	2
Trafford Council Obligation	-	-	-	-	-
Bank Loan Interest - Rebate	-	-	-	-	-
	273,125	306,937	272,964	247,402	266,282
<b>NET INCOME</b>	231,887	371,221	335,547	308,079	310,119
<b>Cost of Sales</b>					
200 Club	2,735	2,707	2,167	2,375	1,915
Pool Table	-	-	-	-	-
Lottery King	-	1,401	1,134	1,072	638
Bar Expenses	353	4,553	4,525	3,516	3,561
	(3,088)	(8,661)	(7,826)	(6,963)	(6,114)
<b>Expenditure</b>					
Staff Wages & Contractors Fees	59,004	82,342	63,874	61,959	63,104
Pensions	4,289	5,702	4,416	3,515	2,908
Youth Development Programme	-	9,682	7,620	6,870	7,110
Telephone	1,203	1,016	804	1,289	1,221
Administration Costs	5,831	7,185	8,615	3,527	3,864
Sundry Expenses	55,354	66,260	58,229	48,789	28,015
Water Charges and Rates	2,011	7,017	6,140	3,666	2,366
Heating and Lighting	9,209	22,217	17,309	16,793	13,984
Repairs and Maintenance	25,423	54,179	43,154	52,439	87,393
Sports Equipment and Competitions	-	-	-	198	1,966
Accountancy	9,542	6,698	3,858	13,300	4,000
Legal and Professional Fees	11,355	18,803	10,859	14,915	15,530
Cleaning	1,072	11,435	8,582	9,309	9,275
Security	-	-	-	-	-
Insurance	8,767	10,371	8,292	8,009	7,130
Staff Training	375	-	-	372	517
Machine Licence and Rental	-	-	-	-	-
Bank Loan Interest	6,021	268	268	1,931	2,042
Bank Charges & Interest	613	2,161	1,833	1,835	1,816
	(200,069)	(305,336)	(243,853)	(248,716)	(252,241)
<b>Depreciation</b>					
All Weather Pitch	9,801	1,684	1,066	-	16,706
Deferred Grant Release	(4,200)	-	-	-	-
Plant and Machinery	4,751	6,784	5,711	6,269	7,208
Fixtures and Fittings	1,268	1,672	1,355	1,551	1,760
	(11,620)	(10,140)	(8,132)	(7,820)	(25,674)
<b>NET SURPLUS/(DEFICIT)</b>	17,110	47,084	75,736	44,580	26,090

## Understanding more about our Income and what we spend it on

In line with last year's Annual Report the following graphs attempt to show the cash sources of the Club and how these have been allocated. Obviously, it has been a very different financial period and the following shows that we have not generated cash within the Club but have relied on external funding sources for the majority of the cash used.

Net total cash generated was £140k which was equivalent to 25% of cash generated. This large value is, of course, the result of the grants and loans received in the year.



## Consolidated Balance Sheet Audited Consolidated Accounts

### TIMPERLEY SPORTS CLUB CONSOLIDATED BALANCE SHEET

	<u>31st March</u> <u>2021</u>	<u>31st March</u> <u>2020</u>	<u>31st December</u> <u>2019</u>	<u>31st December</u> <u>2018</u>	<u>31st December</u> <u>2017</u>
	£	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	1,299,515	1,123,364	1,125,372	1,100,505	1,102,960
	<u>1,299,515</u>	<u>1,123,364</u>	<u>1,125,372</u>	<u>1,100,505</u>	<u>1,102,960</u>
<b>CURRENT ASSETS</b>					
Stock	2,407	2,408	4,653	3,568	5,251
Debtors	19,616	47,780	66,936	47,577	98,802
Cash at bank and in hand	376,667	237,074	254,859	308,059	276,271
	<u>398,690</u>	<u>287,262</u>	<u>326,448</u>	<u>359,204</u>	<u>380,324</u>
<b>CREDITORS:</b>					
amounts falling due within one year	(215,814)	(181,969)	(194,942)	(223,146)	(259,180)
<b>NET CURRENT LIABILITIES</b>	<u>182,876</u>	<u>105,293</u>	<u>131,506</u>	<u>136,058</u>	<u>121,144</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<u>1,482,391</u>	<u>1,228,657</u>	<u>1,256,878</u>	<u>1,236,563</u>	<u>1,224,104</u>
<b>CREDITORS:</b>					
amounts falling due after more than one year	(267,026)	(48,671)	(53,233)	(126,902)	(177,271)
	<u>1,215,365</u>	<u>1,179,986</u>	<u>1,203,645</u>	<u>1,109,661</u>	<u>1,046,833</u>
<b>RESERVES</b>					
Share Capital	452	431	-	-	-
Capital reserve	374,038	355,790	351,228	332,980	314,732
Designated reserve	132,500	-	-	-	-
Income and expenditure account	708,375	823,765	852,417	776,681	732,101
	<u>1,215,365</u>	<u>1,179,986</u>	<u>1,203,645</u>	<u>1,109,661</u>	<u>1,046,833</u>

## Consolidated Balance Sheet Notes

- Cash at Bank includes Section balances of £124,189, funds generated by Sections to deliver sporting activities (Creditors due within one year includes the reverse entry for Section balances).
- Creditors due after one year is the balance of the grants given to the Club in developing the clubhouse, the new capital grants received for the Green Pitch and loans from First Ark and GMCVO.
- Reserves represent the historic income of the Club and investment in its facilities.
- Designated Funds of £132,500 were approved as designated for Club Development in April 2020 but are not highlighted separately above.
- The Club also has a Contingent Asset of £250,000 (to be uprated) due from Trafford Borough Council in respect of the lease obligation for Club development.



## TIMPERLEY SPORT CLUB LIMITED INCOME STATEMENT AND BALANCE SHEET

The Income Statement and Balance Sheet for Timperley Sports Club Limited for the period to 31 March 2021 are set as follows (these figures are for the TSC Ltd entity alone and for reporting purposes as per the Rules):

### **SOCIETY INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	2020 £
Income		309,485	23,711
Cost of sales		(2,735)	(540)
Administrative expenses		(265,371)	(51,823)
Trading surplus/(deficit)		41,379	(28,652)
Donation of assets from Timperley Sports Club		-	1,203,645
<b>Surplus on ordinary activities before and after taxation</b>	9	<u>41,379</u>	<u>1,174,993</u>

### **SOCIETY BALANCE SHEET AS AT 31 MARCH 2021**

	Notes	£	2021 £	£	2020 £
<b>Fixed assets</b>					
Tangible assets	2		1,299,515		1,123,364
<b>Current assets</b>					
Debtors	3	71,499		47,780	
Cash at bank and in hand		<u>366,950</u>		<u>234,553</u>	
		438,449		282,333	
Creditors: Amounts falling due within one year	5	<u>(231,304)</u>		<u>(177,040)</u>	
<b>Net current liabilities</b>			<u>207,195</u>		<u>105,293</u>
<b>Total assets less current liabilities</b>			1,506,710		1,228,657
Creditors: Amounts falling due after more than one year	7		<u>(267,026)</u>		<u>(48,671)</u>
			<u>1,239,634</u>		<u>1,179,986</u>
<b>Reserves</b>					
Share capital			452		431
Capital reserve	8		374,038		355,790
Designated reserve	9		132,500		-
Income and expenditure account	10		<u>732,644</u>		<u>823,765</u>
			<u>1,239,634</u>		<u>1,179,986</u>



## 6: How we run the Club – our Governance

Our TSC Ltd Rules set out the overarching governance document for how we organise and run the Club. Our plans to fully embed and develop our new governance model and structures has been impacted but the focus placed on managing the Club through the pandemic financially, operationally and navigating the periods of uncertainty.

The Board set up a Covid Response Group at the start of the pandemic in March 2020 to manage through the initial period until the early May dealing with many of the immediate requirements linked to closure, furlough and business support grants. Board meetings went on-line March, and the Board were unable to hold a face to face meeting in 2020-21 due to Covid restrictions. The Board focused on the close management of our cashflow and projected impact of the pandemic. The initial assumption in April 2020 was that it would take 12 months to return to normal trading because of the impact of the pandemic. This assumption was revisited in early March 2021 and revised to an 18 month period through to September 2021.

The Board held 17 Board Meetings in 2020-21 in addition to smaller working groups addressing specific areas. The Chair's Sub Group also met on a number of occasions to agree and manage the shared use of our grass and ATP pitches and facilities across our four sports. Except for the Finance Sub Committee, all core sub-committees in our structure were suspended during the 2020-21. We will be reviewing our Sub Committee structure in 2021-22 to ensure it best reflects how we can get more Members involved in supporting the running of the Club and best reflect the Club wide work required.

The Board set up a **new Governance Working Group** in early 2021 to scope, plan and progress work on our supporting governance documents, policies, codes and procedures building on best practice and put in place the framework needed to operate an effective governance structure for the Club. The Board as reviewed and approved the following:

- Reserves Policy
- Matters reserved for the Board
- Board Code of Conduct
- Code of Conduct for Members, Guests and Visitors
- Safeguarding Policy Statement
- Age Verification Policy (Challenge 21)
- Social Distancing Operating Procedures

Work is being finalised to update the former TSC Discipline and Grievance Procedures (adapted at the time of the transfer) to reflect the new structure and side aside the Codes, Policies and Procedures. The new TSC Ltd Code of Conduct for Members, Guests and Visitors will be rolled out over Summer 2021 and will supplement those Codes in place for each of our four sports linked to Clubmark and or National Governing Body requirements.

The Governance Working Group and Board will continue to develop and update other policies and supporting procedures and documents during 2021-22 to support fully embedding our governance as a Community Benefit Society.

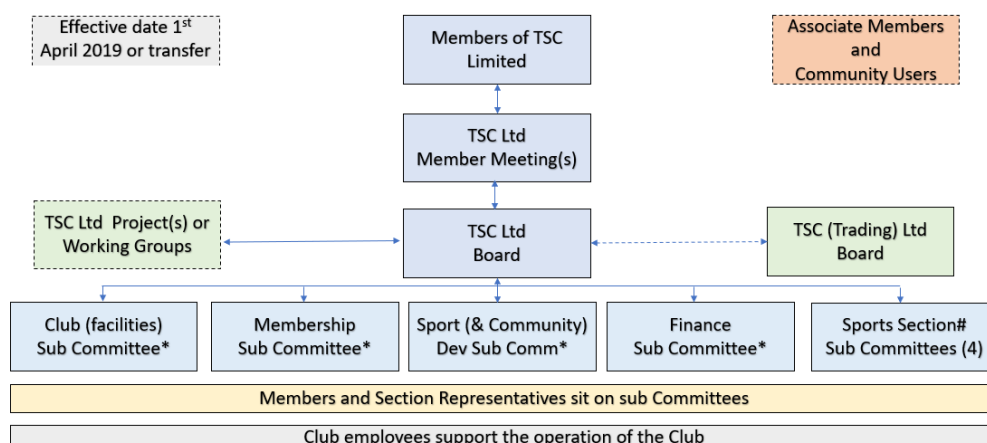
Following the 2020 AGM, we submitted our Annual Return (AR30) to the Financial Conduct Authority as part of our Statutory Reporting. Documents TSC Ltd information is available on the FCA's Mutual Register. Returns for TSC (Trading) Ltd are submitted to Companies House.

In summary here is a reminder on our overall operating model, structures and activities.

## TSC Ltd – High Level Operating Model: What we do



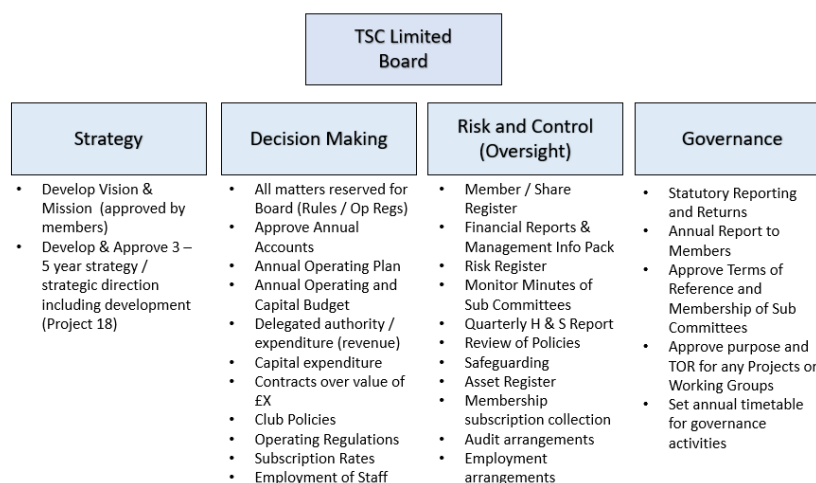
The high level governance structure for TSC Ltd is:



\* The Board will appoint one of the Directors to Chair each Sub Committee.

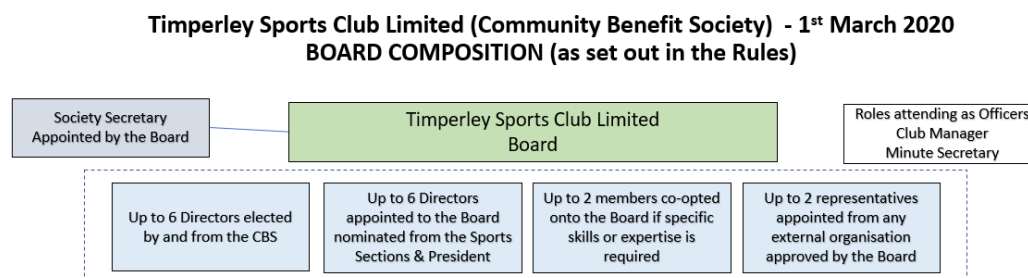
# Sports sections will continue to hold AGM's to elect Officers to their Committee including a Chair, Treasurer and Secretary.

The high level role of the Board:



TSC (Trading) Ltd has its own Board and meets to fulfil its duties and provide oversight its activity, updating the Board of TSC Ltd. TSC (Trading) Ltd also has its own AGM when it determines the donation to be made to TSC Ltd.

The make-up of the Board (composition) is set out in our Rules and more details on the current Directors can be found in Section 7.



In addition to TSC Ltd managed activities the delivery of each sport is managed by the section committees including playing of matches, training, governance etc. Sports Section budgets and financial positions are monitored and overseen by the Finance Sub Committee.

## Risks

The Board continued to monitor and review any new risks at each monthly meetings and updated and refreshed the Risk Matrix developed following a previous Board Risk Workshop to use against the overall operational practice of the Club. As well as the key themes that we monitor and manage risk against: Finance; People; Facilities; Reputation, Data and Compliance/Regulation, 2020-21 was dominated by the need to provide oversight for risk in the context of Covid-19 and the wide range of Government restrictions in place at any time.

In addition to our normal Risk Assessments and Safeguarding measures are undertaken by each sports section in line with the National Governing Body standards, Covid Risk Assessments were also required at a sports section and club level as we operated across both Government Restrictions and Legal Changes for running the clubhouse and site and sport's National Governing Body guidance and rules for each of our four sports.

The Board issued and updated Operating Procedures on Social Distancing, and the NHS Track and Trace QR code and worked closed with sport sections to implement the practical requirements to mitigate the risks associated with the pandemic and restrictions. Due to the efforts of all involved and the behaviour of Members we can report than no positive covid out breaks were reporting or linked to the Club.

## Section 7: Our People

### Our Volunteers

The pandemic has been an extraordinary period in our lives and in Club life should be celebrated as the year of the volunteer. Beyond all normal volunteering activities needed to run our four sports and club 2020-21 saw an incredible response from our members parents and families in stepping up to take on a whole set of new roles required to make sport happen and be compliant. For every section volunteering time increased as members took on new formal roles including each having a designated Covid Officer and support Covid Teams to ensure we delivered and offered Covid Safe sport. Section committees and key volunteers are applauded for their determination, resourcefulness and energy on translating the rafts of Government and National Governing Body guidance and regulations to be able to make sport happen.

As well as core roles we saw a major growth in the number of people giving up time to don hi vis jackets and help marshal spectators, players cars and keep their sport and the site safe. Attendance registers and records were required for every session and lacrosse even had to take and record temperatures too. The additional administration and work has been almost incalculable across the year. Everyone owes a huge debt to those people who made things happen however big or small their contribution and offer of time and support. With so many people playing a part we know far more than our core 170 volunteers contributed to making a difference in 2020-21.

Members have also volunteered their time to join working parties, work on maintenance but also to raise funds not only for the Club but a wider range of local and national charities.

On behalf of our Members, the Board would like to thank everyone who volunteered to support the Club through 2020-21 and who has contributed to our wider community in 2020-21. We hope many of those who have been involved will continue to get involved in 2021-22 in hopefully more normal times.



## Our Staff team 2020 – 21

In normal times, we are open 365 days and our staff team make this possible through their flexibility and understanding of the various requirements to support our four sports sections, a wide range of community groups and external hirers. The team play a key role in helping us manage and run our facilities, generate income from a range of sources and deliver a range of activities. 2020-21 was however, a year like no other as the bar, clubhouse use of our playing facilities were severely impacted by covid-19 restrictions and closures. For our small staff team, like for so many people, this has been a challenging time with changes to how we needed to work and operate and being fully or partially furloughed.

The Board, on behalf of Members, would like to thank the staff team for their work in 2020-21 and particularly for their support since March 2020 in helping us manage the Club through the impact and implications of the pandemic.

- Club Manager: Colin Taylor
- Bar Manager: Jane Ashcroft
- Assistant Bar Manager: Sam Brookes
- Grounds person: Andrew Horsfield
- Sports Development Officer (p/t): Mark Talbot

When permitted to open, we also engaged a number of ad hoc temporary staff, many of whom are also Members, to run the bar and enable us to manage through all the Covid-19 restrictions and rules for service. Jo Page supported up to develop the new membership system as Membership Officer (p/t) on a self-employed basis.

Since the end of the financial year Sam Brooks as resigned to start a new career and Mark Talbot has also resigned ahead of commencing teacher training in September. Michael Olin has been joined us as Assistant Bar and Facilities Manager.

## Board of Directors

Since registering as Community Benefit Society, the Club has had a Board of Directors in line with our Rules. The Board for the year 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 comprised of:

Director	Involvement with Club	Skills & Experience
Jarrold Sykes (Chair)	Non Playing Member (Football) Lead TFC into joining TSC Coach and Football Chair	Business management MD of shipping and freight business
Alan Holdsworth (Vice Chair)	Non-playing member 50 years. TSC Trustee and former Chair of TSC	Legal and business management Sports NGA experience Retired
Jarrold Sykes (Chair)	Non Playing Member (Football) Lead TFC into joining TSC Coach and Football Chair	Business management MD of shipping and freight business
Shelagh Everett (Secretary)	Playing member 30 years (Hockey) – hockey. Former TSC Chair and involved in Clubhouse development. Chair of hockey	Change & business management, HR, Governance, Co-operatives, and membership organisations Non Exec Director: England Hockey
Richard Knill	Playing Member 16 years (Hockey) player and umpire. Treasurer of TSC for 9+ years	Finance and commercial / business management Finance Director FCCA
Haroon Bangee	Playing Member (Cricket & Hockey) 8 years + Hockey Nominee to the Board	Bank Manager
Nick Burnett (Founder Member) (Hon. President)	Non Playing member 35 years + (Hockey) Former TSC Secretary, Trustee and President. TSC Ltd President and appointed to Board through this post	Business and commercial managements Retired former Director in building sector
Bob Page	Non Playing Member (Cricket) Members 25 years Cricket Chair Cricket Nominee to the Board	Risk and Project Management Retired Director. Consultant to the Nuclear Industry
Phil Hartley	Non Playing (Lacrosse) Lacrosse Chair Lacrosse Nominee to Board	Building / property management Business owner

<b>Co-opted Attendee (non-voting)</b> Colin Taylor	Playing Member (hockey) 30 years + Former Chair of TSC, TSC Development Chair and various Hockey Committee Roles	Marketing, project and business management Director of indoor climbing centre
Helen Cue (Min. Sec)	Playing Member – 30 years+	Retired IT Manager
<b>RESIGNED 2020 – 21</b> Gary Fisher	Director	Resigned November 2020 – <i>did not stand for election</i>

## 8. Honorary Roles

### Honorary Patron and President

The 2020 AGM approved the Board's recommendation that John Wood (Hon. Patron) and Nick Burnett (Hon. President) continue in the roles that they have undertaken since the transfer. Both have been part of the fabric of the club – on and off the pitch – since before most of our current members were born and provide a strong link to our past but also our future. Both are still omnipresent supporting the club, our sports and ambitions. Nick also remains a member of the Board as President. The Board is delighted to put forward John and Nick to the 2021 AGM to continue in their respective roles.

### Honorary Life Members of Timperley Sports Club

All former TSC Honorary Life Members were transferred to TSC Ltd in recognition of their service to the Club over many years.

Honorary Life Membership is usually bestowed upon long standing senior members who have given an extensive commitment of time and service to the Club as a whole in a voluntary capacity, over a sustained period. This period would normally not be less than 10 years in a Club role. Honorary Life Members shall not have to pay a subscription from the date of their election. The conduct of all nominees should be beyond reproach and without censure during the period of their membership.

### Current Honorary Life Members (March 2021)

Les W	Boyes	Gary	Fisher	Chris	Tasker
Nick I	Burnett	Brian	Groves	Colin	Taylor
Mike	Carson	Edna	Hargreaves	Dick	Taylor
Fred	Croxton	Kenneth	Hatton	Simon	Thompson
Helen	Cue	Alan	Holdsworth	T John	Wood
Steve P	Dennett	David	Jukes		
John D	Donnelly	Bill	Kennedy		
Tom E	Einstein	Richard	Knill		
Paula	Entwisle	Joanne	Nicholson		
Shelagh	Everett	Colm	O'Neill		
Ruth	Evans	J David	Shuttleworth		

All former TSC Section Vice Presidents were also transferred to TSC Ltd. This recognition is usually bestowed upon long standing senior members who have given an extensive commitment of time and service to a Section in a voluntary capacity, over a sustained period. This period would normally not be less than 8 years. Section Vice Presidents shall be allowed a reduction of 25% in their normal Section subscription during the period they remain a full member of the Section or Club.

## Remembering those Members who have passed.

Our AGM is also a time when we reflect and remember those members, former members and friends of the Club, who have passed and recognise their time and contribution as part of Club. The following members has passed since 1<sup>st</sup> November 2020 when the last report that was given at the 1<sup>st</sup> TSC AGM in November 2020.

[Tom Einstein](#) (Hockey & Hon. Life Member)

[Neil Entwisle](#) (Hockey & Vice President)

[Andy Wilson](#) Snr (Lacrosse – one of the original members from 1971)

Brenda Burnett (wife of our President Nick Burnett)



*This Annual Report will be presented to Members at the 2021 AGM on Monday 19<sup>th</sup> July 2021 and is recommended t Members for approval by the Board.*



*Members are thanked for their continued support and the Board look forward to a more 'normal' 2021-22 season when we can rebuild, refocus and take forward many of the positives from the 2020-21 and look to the future growth and development of our Club.*