

InspireAll Leisure & Family Support Services

England & Wales · Charity number 1093653

Details

Other names	HERTSMERE LEISURE
Status	Registered
Legal form	Charitable company
Company number	04343347
Registered	2002-09-02
Register	View on the Charity Commission register

Contact

Address	Inspireall Leisure The Venue Leisure Centre Elstree Way Borehamwood WD6 1JY
Phone	01727744250
Email	info@inspireall.com
Website	www.inspireall.com

Activities

Objects: 3.1.1 TO PROVIDE OR ASSIST IN THE PROVISION OF FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION OR OTHER LEISURE TIME OCCUPATION OF INDIVIDUALS WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE INFIRMITY OR DISABILITY, FINANCIAL HARDSHIP OR SOCIAL CIRCUMSTANCES WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE; AND/OR 3.1.2 TO PROVIDE OR ASSIST IN THE PROVISION OF COMMUNITY CENTRES FOR USE BY THE PUBLIC AT LARGE WITHOUT DISTINCTION OF POLITICAL, RELIGIOUS OR OTHER OPTIONS, INCLUDING USE FOR: 3.1.2.1 MEETINGS, LECTURES, CLASSES; AND 3.1.2.2 OTHER FORMS OF RECREATION AND LEISURE TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR ALL; AND/OR 3.1.3 TO PROMOTE THE PRESERVATION OF GOOD HEALTH THROUGH COMMUNITY PARTICIPATION IN HEALTHY RECREATION; AND/OR 3.1.4 TO PROVIDE OR ASSIST IN THE PROVISION OF FAMILY SUPPORT SERVICES PROVIDING ADVICE AND SUPPORT TO FAMILIES AND CHILDREN, WITH A PARTICULAR FOCUS ON THOSE IN GREATEST NEED, TO IMPROVE OUTCOMES FOR SUCH FAMILIES AND YOUNG CHILDREN, INCLUDING CHILD DEVELOPMENT, SCHOOL READINESS, PARENTING SKILLS AND CHILD AND FAMILY HEALTH; AND/OR 3.1.5 TO ADVANCE EDUCATION THROUGH THE PERFORMING ARTS; AND/OR 3.1.6 SUCH OTHER CHARITABLE PURPOSES BENEFICIAL TO THE PUBLIC AND CONSISTENT WITH THE OBJECTS ABOVE, AS THE TRUSTEES SHALL IN THEIR ABSOLUTE DISCRETION DETERMINE.

Activities: To Provide Leisure, Recreation, Family Services And Dramatic Arts Facilities To The Local Community. To promote and preserve good health and well being through community participation in healthy recreation.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, Arts/culture/heritage/science, Amateur Sport
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** SOUTH EAST OF ENGLAND AND THE MIDLANDS
- Hertfordshire
- Milton Keynes

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£18,944,747	£18,459,861	£-228,191	703
2024-03-31	£18,553,508	£18,626,948	£-572,077	675
2023-03-31	£17,165,801	£17,164,331	£-406,637	618
2022-03-31	£15,790,235	£15,712,253	£-1,038,107	577
2021-03-31	£11,106,410	£13,293,999	£-3,065,089	632

Trustees

Name	Role	Appointed
Colin Warne	Chair	2013-04-23
Amanda Jacobson		2019-06-12
Anthony Keating		2013-07-24
MICHAEL GIBSON		2002-01-04
Stephen Thomas Quentin Williams		2020-08-10

Accounts

Company registration number: 04343347
Charity number: 1093653

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2025

INSPIREALL LEISURE AND
FAMILY SUPPORT
SERVICES
(A company limited by
guarantee)

MENZIES
BRIGHTER THINKING

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

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INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 MARCH 2025

Trustees	C N Warne, Chairman M Gibson A R Jacobson A J Keating A M Sinclair (resigned 3 June 2024) S T Q Williams
Company registered number	04343347
Charity registered number	1093653
Registered office	InspireAll Leisure The Venue Leisure Centre Elstree Way Borehamwood Hertfordshire WD6 1JY
Chief executive officer	N Palmer
Independent auditor	Menzies LLP Chartered Accountants Statutory Auditor Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP
Banker	Royal Bank of Scotland 2nd Floor 10 St Peter's Street St Albans Herts AL1 3LY

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also the directors of the Charity for the purposes of the Companies Act 2006, present their annual report and the audited financial statements for the year ended 31 March 2025. The financial statements have been prepared under the Charities SORP (FRS 102) and applicable UK accounting legislation.

STRATEGIC REPORT

Objectives and Activities

InspireAll Leisure & Family Support Services ("InspireAll") exists to promote health, wellbeing and active lifestyles for the communities it serves. The Charity's objectives, outlined in its Memorandum and Articles of Association, focus on providing inclusive leisure, wellbeing and community support services.

The Charity manages leisure centres, community venues, family services and a local theatre. It offers a wide range of opportunities that encourage physical activity and social engagement for people of all ages and abilities. Pricing policies are designed to make services accessible and affordable, while allowing the Charity to generate sufficient surplus to maintain facilities, refurbish equipment and remain competitive.

Public Benefit and Beneficiaries

Facilities include four major leisure centres, several sports and community centres, pavilions and a theatre. These venues support participation by individuals, groups and clubs across a wide range of activities.

Participation options include memberships, pay-as-you-go access and concessionary schemes designed to reduce barriers and encourage healthier lifestyles.

The Trustees confirm they have complied with their obligations under Section 17(5) of the Charities Act 2011 and have had regard to the Charity Commission's guidance on public benefit when reviewing objectives and planning activities.

Achievements and Performance

The Charity continued to deliver programmes that encourage health, wellbeing and community engagement despite a year of significant operational change.

The Charity was unsuccessful in the retendering of the Family Services contract (ceased 31 December 2024) and the Milton Keynes contract for Bletchley Leisure Centre (ceased 31 October 2024). Stevenage Leisure Ltd entered liquidation following the loss of its final major contract. InspireAll subsequently took over shared staff contracts and received novation of three remaining SLL contracts from 1 June 2024. This led to a rationalisation of head office roles.

The changes that have occurred over recent years, with InspireAll finding itself unable to outbid the larger leisure operators, takes InspireAll back to its roots, with the Hertsmere Borough Council contract once again the main focus of the business. The Trustees are optimistic that the business will continue to provide a high quality service to its remaining customers and will continue to generate the surplus needed to maintain the facilities to a high standard.

Despite these challenges, operational performance improved. Facility investment undertaken pre-COVID continued to enhance service delivery, and income levels exceeded expectations for 2024–25. A full pay review in April 2024 resulted in salary increases across all roles.

Community and Charity Engagement

Throughout the year, InspireAll supported both national and local charity initiatives including Sport Relief, Comic Relief, Macmillan Coffee Morning, Children in Need, Breast Cancer Awareness, Christmas Jumper Day and Movember. Local activity included food bank collections, Christmas toy donations, community meditation sessions for the Royal Free NHS Trust and the provision of foyer space for Pets as Therapy.

Wyllyotts Theatre and 96 Shenley Road played an active role in the borough's Warm Spaces programme, providing a safe and welcoming public environment during winter months.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Participation, Programmes and Inclusion

Swimming lessons continued to grow strongly, with 4,540 pupils enrolled by March 2025. Memberships increased by 5% year-on-year to 8,125. The Generation Plus and Sports Development teams delivered 38 weekly activities supported by volunteer involvement and careful cost management.

The Physical Activity Referral Scheme expanded further, with 299 participants selecting the annualised supported membership and a similar number opting for the pay-as-you-go route. InspireAll also contributed to the Herts Sports Partnership Summer Park Programme and supported the Watford Mencap 5K Charity Run.

Education, Training and Community Development

The Charity engaged with local schools through National Drowning Prevention Week, site visits and assemblies. InspireAll also contributed to the Generation Hertsmere careers event, providing insight into pathways in the leisure industry.

A Family Fun Day was delivered in partnership with Hertsmere Borough Council in September 2024 as part of the Council's 50th Anniversary celebrations.

Recognition and Volunteers

The InspireAll Swimming Leadership Team won the Outstanding Leadership Award at the 2024 UK Active Awards, marking an important national recognition of the Charity's work.

The Trustees express their gratitude to volunteers, who played a key role in enhancing community activities, particularly at Wyllyotts Theatre and within the wider programme of events.

Financial Review

Total income for the year was £18,944,747 (2024: £18,553,508), with strong contributions from memberships, swimming lessons and children's activities. Income from the Hertsmere Borough Council contract increased by 11% compared with the prior year.

The Charity's surplus before pension adjustments was £484,886 (2024: deficit of £73,440). Net current liabilities at year end were £17,426 and the Charity held cash of £2,372,889. Unrestricted reserves were £228,191 in deficit after long-term liabilities.

A provision of £421,000 was recognised for dilapidations following a review of Hertsmere Borough Council facilities.

Principal Funding Sources

The Charity generates the majority of its income from customers using leisure facilities: membership income, swimming lessons and activity-based services. The management fee from Milton Keynes Council ended on 31 October 2024. The Family Support Services contract was fully funded by Hertfordshire County Council.

The Charity does not undertake general fundraising and does not employ professional fundraisers.

Reserves Policy

Unrestricted reserves excluding the retirement benefit obligation totalled a deficit of £228,191 (2024: deficit £572,077). Cash balances were £2,372,889 (2024: £2,664,781). The ongoing deficit is attributable to the lasting impact of COVID-19.

The Trustees aim to restore reserves to a positive position within one to two years and then maintain reserves between £500,000 and £1,000,000. The defined benefit pension scheme is in surplus and poses no financial risk.

Going Concern

The Trustees have assessed the Charity's financial position and forecast performance and consider that sufficient resources are available to continue operations for the foreseeable future. The going concern basis has therefore been adopted in preparing the financial statements.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Principal Risks and Uncertainties

The loss of key contracts requires the Charity to operate more efficiently and focus on the Hertsmere Borough Council contract as its core activity. Staffing costs have risen following increases in employer National Insurance contributions and statutory minimum wage rates. Recruitment and retention remain challenging.

The Trustees continue to prioritise workforce planning, cost control and operational performance. Monthly management accounts, forecasts and KPIs are reviewed by the Board and Committees, and the risk register is formally reviewed and updated.

Future Plans

The Charity intends to concentrate on strengthening existing services rather than pursuing new contracts. With major investment completed prior to the pandemic, significant capital expenditure is not expected in the near term, although maintenance needs will increase as facilities age. Operating surpluses will be reinvested into facilities and services where needed.

TRUSTEES' REPORT

Structure, Governance and Management

Governing Document and Constitution

The Charity is a charitable company limited by guarantee, established on 1 December 2003. The Memorandum and Articles of Association were amended in 2006 to incorporate children's centres and further updated in 2016 to remove non-Trustee Members. Each Member guarantees £1 in the event of winding-up.

The Charity must have between three and eleven Trustees; six served during the year. Trustees are also directors for the purposes of the Companies Act.

Recruitment and Appointment of Trustees

Trustees are recruited to ensure a broad range of skills and experience. Vacancies are advertised, applicants meet the Chair and Chief Executive, and candidates attend a Board meeting as observers before any appointment is considered.

Induction and Training

New Trustees are encouraged to meet managers across sites to gain an understanding of the Charity's services and operations.

Organisational Structure and Decision-Making

The Board of Trustees meets at least quarterly and delegates the day-to-day running of the Charity to the Executive Management Team. Alongside Board meetings, the Finance & Development Committee and the HR Committee meet regularly. These committees enable Trustees with relevant specialist experience to engage more closely with operational, financial and workforce matters and provide effective oversight.

The Board comprises individuals with extensive professional backgrounds, including finance, customer relations, food and beverage, marketing and energy, as well as senior-level general management experience. This breadth of expertise supports informed decision-making and robust governance.

Pay and remuneration for all employees, including key management personnel, are reviewed annually by the HR Committee. When considering annual pay awards, the Committee assesses affordability, inflation, statutory requirements, and local market conditions to ensure fairness and competitiveness across the workforce.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

The Board and the Finance & Development Committee receive and review monthly management accounts, financial re-forecasts and a comprehensive set of financial Key Performance Indicators. These include, but are not limited to, income and operational surplus against budget, membership revenue and growth, staffing cost ratios and financial performance for each contract.

Performance is assessed not only through financial indicators but also through a suite of non-financial KPIs that reflect InspireAll's broader charitable aims. These include participation levels, customer satisfaction outcomes, levels of community engagement, employee engagement and progress towards achieving the Charity's health and wellbeing objectives.

Governance

Local Authorities for whom InspireAll delivers services—Hertsmere Borough Council, Milton Keynes Council and Hertfordshire County Council—do not nominate Trustees.

Cooperation with Other Organisations

InspireAll occupies buildings owned by Hertsmere Borough Council and Hertfordshire County Council. The Family Support Services team collaborated with Hertfordshire Community Trust, Barnardo's and One YMCA until the contract ceased in December 2024. InspireAll and Stevenage Leisure Ltd operated joint head office functions until 31 May 2024.

Risk Management

The Board and Committees review management accounts, KPIs and forecasts monthly. The risk register is reviewed at Board level and updated regularly.

People and Employment Matters

Employee Information

InspireAll values strong internal communication and staff engagement. Employees are kept informed through meetings, briefings and internal channels and are encouraged to participate in decision-making. Training and development are prioritised, and the Charity is committed to equal opportunities.

Disabled Persons

The Charity follows a policy of equal opportunity in recruiting and supporting disabled persons and makes reasonable adjustments and provides training where required.

Events Since the Year End

No significant post-balance-sheet events have occurred requiring disclosure or adjustment.

Statement of trustees' responsibilities

The trustees (who are also the directors of InspireAll Leisure and Family Support Services for the purposes of company law) are responsible for preparing the Report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

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

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

Under section 487(2) of the Companies Act 2006, Menzies LLP will be deemed to have been reappointed 28 days after these financial statements were sent to members, or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is the earliest.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

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C N Warne

Date: 17-Dec-2025

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

MENZIES
BRIGHTER THINKING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

Opinion

We have audited the financial statements of InspireAll Leisure And Family Support Services (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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

As explained more fully in the Trustees' responsibilities statement, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (CONTINUED)

Auditors' 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 Auditors' 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 Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation. We determined that the following laws and regulations were most significant including the Companies Act 2006, Charities Act 2011, Health and Safety Act, GDPR and employment law. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.
- We understood how the Charity is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal and compliance procedures. We corroborated our inquiries through our review of board minutes.
- The engagement partner assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations. The assessment did not identify any issues in this area.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur. We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas; posting of fraudulent journal entries, authorisation, processing, and payment of fraudulent expenses and timing of revenue recognition.

Audit procedures performed by the engagement team included.

- Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
- Challenging assumptions and judgments made by management in its significant accounting estimates; and identifying and testing journal entries, in particular any journal entries posted with unusual account combinations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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. This description forms part of our Auditors' report.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (CONTINUED)

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. 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

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Janice Matthews FCA (Senior statutory auditor)

for and on behalf of

Menzies LLP

Chartered Accountants

Statutory Auditor

Magna House

18-32 London Road

Staines-Upon-Thames

TW18 4BP

Date: 17-Dec-2025

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Total unrestricted funds 2025 £	Total unrestricted funds 2024 £
Income from:			
Charitable activities	3	17,412,594	17,215,475
Other trading activities	4	1,405,153	1,255,033
Finance income	5	127,000	83,000
Total income		18,944,747	18,553,508
Expenditure on:			
Goods for resale		617,293	578,641
Charitable activities:	6		
Operation of leisure facilities		13,799,023	13,264,840
Family centres		2,692,543	4,101,956
Support costs	7	1,351,002	681,511
Total expenditure		18,459,861	18,626,948
Net income/(expenditure)		484,886	(73,440)
Other recognised gains:			
Actuarial gains on defined benefit pension schemes	22	1,026,000	759,000
Pension surplus not recognised	22	(1,167,000)	(851,000)
Net movement in funds		343,886	(165,440)
Reconciliation of funds:			
Total funds brought forward		(572,077)	(406,637)
Net movement in funds		343,886	(165,440)
Total funds carried forward		(228,191)	(572,077)

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 30 form part of these financial statements.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

REGISTERED NUMBER: 04343347

BALANCE SHEET

AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	11	2,812,846	2,981,234
		<u>2,812,846</u>	<u>2,981,234</u>
Current assets			
Stocks	12	54,713	63,484
Debtors	13	477,600	2,006,842
Cash at bank and in hand		2,372,889	2,664,781
		<u>2,905,202</u>	<u>4,735,107</u>
Current liabilities			
Creditors: amounts falling due within one year	14	(2,922,628)	(4,859,842)
Net current assets/(liabilities)		<u>(17,426)</u>	<u>(124,735)</u>
Total assets less current liabilities		<u>2,795,420</u>	<u>2,856,499</u>
Creditors: amounts falling due after more than one year	15	(2,602,611)	(3,203,576)
Provisions for liabilities	16	(421,000)	(225,000)
Net liabilities excluding pension asset		<u>(228,191)</u>	<u>(572,077)</u>
Total net liabilities		<u><u>(228,191)</u></u>	<u><u>(572,077)</u></u>
Charity funds			
Unrestricted funds	17	(228,191)	(572,077)
Total deficit		<u><u>(228,191)</u></u>	<u><u>(572,077)</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:


C N Warne
 (Trustee)

Date: 17-Dec-2025

The notes on pages 14 to 30 form part of these financial statements.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash provided/(used in) by operating activities	19	1,418,575	(41,418)
Purchase of tangible fixed assets		(962,973)	(385,109)
Net cash used in investing activities		(962,973)	(385,109)
Cash flows from financing activities			
Repayments of loan principal		(571,713)	(543,887)
Repayments of loan interest		(175,781)	(203,607)
Net cash used in financing activities		(747,494)	(747,494)
Change in cash and cash equivalents in the year		(291,892)	(1,174,021)
Cash and cash equivalents at the beginning of the year		2,664,781	3,838,802
Cash and cash equivalents at the end of the year	20	2,372,889	2,664,781

The notes on pages 14 to 30 form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

InspireAll Leisure and Family Support Services is a private company limited by guarantee, registered in England and Wales, as well as being a charity registered in the same jurisdiction. The charity's registered numbers and office address can be found within the reference and administrative details on page 1.

The presentation currency of the financial statements is the Pound Sterling (£).

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

Inspireall Leisure And Family Support Services meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

We believe that the financial statements should be prepared on a going concern basis on the grounds that the current and future management contract with Hertsmere Borough Council will deliver financial stability with an operating surplus. We have considered a period of twelve months from the date of approval of the financial statements and prepared budgets and forecasts to demonstrate future surpluses and adequate cashflow. We believe that no further disclosures relating to the entity's ability to continue as a going concern need to be made in the financial statements.

2.3 Income

Income from charitable activities includes income recognised as earned under contract or where there is entitlement to grant funding. All income resources are recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Certain income is received in advance of the provision of the relevant service and as such is deferred until the service commences. Income for annual memberships is accounted for over the membership year within the Leisure centres whilst income for future events and shows is recognised once the event is performed for our Theatre.

2.4 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under heading that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.5 Taxation

The charity is exempt from corporation tax on its charitable activities.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

The charity has a capitalisation threshold of £1,000, below which expenditure on assets is charged directly to the statement of financial activities.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Long-term leasehold property	- Over the life of the lease
Plant and machinery	- 3 to 10 years on cost
IT, Fixtures and fittings	- 3 to 5 years on cost

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

2.8 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

The Company operates a defined benefits pension scheme and the pension charge is based on a full actuarial valuation.

2.9 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

3. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Operation of leisure facilities	13,629,623	13,629,623	12,327,797
Family centres	3,782,971	3,782,971	4,887,678
Total 2025	<u>17,412,594</u>	<u>17,412,594</u>	<u>17,215,475</u>
<i>Total 2024</i>	<u>17,215,475</u>	<u>17,215,475</u>	

4. Retail income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Secondary sales	1,405,153	1,405,153	1,255,033
<i>Total 2024</i>	<u>1,255,033</u>	<u>1,255,033</u>	

5. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Pension income	127,000	127,000	83,000
<i>Total 2024</i>	<u>83,000</u>	<u>83,000</u>	

The £127,000 pension income (2024: *net expense of £83,000*) relates to the net interest income earned on the defined benefit pension scheme and is calculated as the net interest income of £552,000 less the net interest expense of £425,000. Please see note 23 for further details on the defined benefit pension scheme.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6. Charitable Activities Cost

Summary by fund type

	Unrestricted funds 2025 £	Total 2025 £	Total 2024 £
Operation of leisure facilities	14,874,563	14,874,563	13,752,861
Family centres	2,968,005	2,968,005	4,295,446
Total 2025	17,842,568	17,842,568	18,048,307
<i>Total 2024</i>	<i>18,048,307</i>	<i>18,048,307</i>	

7. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Operation of leisure facilities	13,799,023	1,075,540	14,874,563	13,752,861
Family centres	2,692,543	275,462	2,968,005	4,295,446
Total 2025	16,491,566	1,351,002	17,842,568	18,048,307
<i>Total 2024</i>	<i>17,366,796</i>	<i>681,511</i>	<i>18,048,307</i>	

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Operation of leisure facilities 2025 £	Family centres 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	7,344,976	2,295,603	9,640,579	9,714,221
Depreciation	1,059,601	30,225	1,089,826	1,108,571
Premises expenses	2,119,227	(28,605)	2,090,622	2,443,166
Licenses	148,591	4,048	152,639	141,806
IT and communications	161,859	70,161	232,020	287,562
Finance costs	268,869	591	269,460	289,324
Repairs and maintenance	1,271,002	211,919	1,482,921	1,790,587
Marketing	177,805	373	178,178	211,887
Legal and professional	263,547	8,106	271,653	225,864
Theatre	401,743	-	401,743	364,100
Other costs	581,803	100,122	681,925	789,708
Total 2025	13,799,023	2,692,543	16,491,566	17,366,796
<i>Total 2024</i>	<i>13,264,840</i>	<i>4,101,956</i>	<i>17,366,796</i>	

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Operation of leisure facilities 2025 £	Family centres 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	745,866	191,028	936,894	254,497
Depreciation	46,315	11,862	58,177	36,314
Premises expenses	38,278	9,803	48,081	148,718
Licenses	50,290	12,880	63,170	11,690
IT and communications	52,312	13,398	65,710	50,044
Finance costs	24,589	6,298	30,887	8,170
Repairs and maintenance	4,976	1,274	6,250	19,008
Marketing	1,484	380	1,864	8,687
Legal and professional	55,696	14,265	69,961	62,282
Other costs	55,734	14,274	70,008	82,101
Total 2025	1,075,540	275,462	1,351,002	681,511
<i>Total 2024</i>	<i>488,021</i>	<i>193,490</i>	<i>681,511</i>	

8. Auditors' remuneration

	2025 £	2024 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	26,000	24,350
Fees payable to the Company's auditor in respect of the preparation of accounts		
All non-audit services not included above	3,500	3,150

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

9. Staff costs

	2025 £	2024 £
Wages and salaries	9,784,852	9,141,820
Social security costs	545,801	572,526
Contribution to defined contribution pension schemes	186,820	189,372
Operating costs of defined benefit pension schemes	60,000	65,000
	10,577,473	9,968,718

The average number of persons employed by the Company during the year was as follows:

	2025 No.	2024 No.
Leisure and facilities	544	494
Family centre activities	138	169
Senior management and administration	21	12
	703	675

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	1	-
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-

Total key management personnel remuneration (including benefits) was £322,052 (2024: £262,586).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £14,180).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

11. Tangible fixed assets

	Long-term leasehold property £	Plant and machinery £	IT and F&F £	Total £
Cost or valuation				
At 1 April 2024	945,647	9,609,434	590,768	11,145,849
Additions	513,528	447,390	2,055	962,973
At 31 March 2025	1,459,175	10,056,824	592,823	12,108,822
Depreciation				
At 1 April 2024	765,807	6,868,006	530,802	8,164,615
Charge for the year	162,660	913,342	55,359	1,131,361
At 31 March 2025	928,467	7,781,348	586,161	9,295,976
Net book value				
At 31 March 2025	530,708	2,275,476	6,662	2,812,846
At 31 March 2024	179,840	2,741,428	59,966	2,981,234

12. Stocks

	2025 £	2024 £
Raw materials and consumables	54,713	63,484

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

13. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	162,383	1,636,302
Other debtors	98,647	184,838
Prepayments and accrued income	216,570	185,702
	477,600	2,006,842

14. Creditors: Amounts falling due within one year

	2025 £	2024 £
Other loans	600,965	571,713
Accruals	805,563	688,844
Trade creditors	530,437	973,797
Other taxation and social security	137,132	354,644
Other creditors	291,537	293,697
Deferred income	556,994	1,977,147
	2,922,628	4,859,842

Accruals include £18,795 (2024: £nil) in respect of a profit-share payable on the Hertsmere Borough Council contract.

	2025 £	2024 £
Deferred income at 1 April	1,977,147	1,887,740
Resources deferred during the year	544,201	1,770,603
Amounts released from previous periods	(1,964,354)	(1,681,196)
Deferred income at 31 March	556,994	1,977,147

Where income has been received or invoiced in advance of the service being provided, a proportionate amount has been deferred at the year end. This includes management fees invoiced in advance, theatre ticket sold in advance of the production date and annual fitness memberships.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

15. Creditors: Amounts falling due after more than one year

	2025 £	2024 £
Other loans	3,203,576	3,775,289
Due within one year, included in current liabilities	(600,965)	(571,713)
Other loans due after more than one year	2,602,611	3,203,576

The loans are repayable as follows:

	2025 £	2024 £
Amounts falling due within one year	600,965	571,713
Amounts falling between one and two years	631,710	600,964
Amounts falling due between two and five years	1,970,901	1,993,740
Amounts falling due later than five years	-	608,872
	3,203,576	3,775,289

Loans are from Hertsmere Borough Council and are secured by way of fixed and floating charge over the assets of the charity.

16. Provisions

	Dilapidation £
At 1 April 2024	225,000
Additions	421,000
Amount released	(225,000)
At 31 March 2025	421,000

InspireAll had operated a number of facilities since 2009 for Milton Keynes Council. The contract expired on 31st October 2024 and a full dilapidations review was completed. As the liability for the dilapidations has accumulated over the term of the contract, a provision for this post balance sheet event has been included in the accounts. The full and final settlement of the dilapidations was agreed with MKC at £225,000 and has been settled.

The Charity has recognised a dilapidations provision for the estimated costs of restoring the Hertsmere Borough Council leased properties to the required condition at the end of the contract. The amount represents the Trustees' best estimate of the obligation in accordance with FRS 102.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
Designated funds						
Family Centres	1,781,931	3,535,101	(3,152,880)	(2,164,152)	-	-
96 Shenley Road	(17,799)	471,927	(471,927)	17,799	-	-
Bushey Community Centre	(106,689)	49,826	(86,235)	143,098	-	-
Herts Sports	102,205	138,097	(73,315)	(166,987)	-	-
Retirement benefit obligations	-	127,000	(60,000)	74,000	(141,000)	-
	<u>1,759,648</u>	<u>4,321,951</u>	<u>(3,844,357)</u>	<u>(2,096,242)</u>	<u>(141,000)</u>	<u>-</u>
General funds						
General Fund	(2,331,725)	14,622,796	(14,596,709)	2,096,242	-	(209,396)
Unallocated amounts	-	-	(18,795)	-	-	(18,795)
	<u>(2,331,725)</u>	<u>14,622,796</u>	<u>(14,615,504)</u>	<u>2,096,242</u>	<u>-</u>	<u>(228,191)</u>
Total Unrestricted funds	<u>(572,077)</u>	<u>18,944,747</u>	<u>(18,459,861)</u>	<u>-</u>	<u>(141,000)</u>	<u>(228,191)</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds						
Designated funds						
Family Centres	1,705,014	4,762,878	(4,685,961)	-	-	1,781,931
96 Shenley Road	(17,547)	458,434	(458,686)	-	-	(17,799)
Bushey Community Centre	(46,225)	38,804	(99,268)	-	-	(106,689)
Herts sports	38,312	114,730	(50,837)	-	-	102,205
Retirement benefit obligations	-	83,000	(65,000)	74,000	(92,000)	-
	<u>1,679,554</u>	<u>5,457,846</u>	<u>(5,359,752)</u>	<u>74,000</u>	<u>(92,000)</u>	<u>1,759,648</u>
General funds						
General Fund	(2,086,191)	13,095,662	(13,267,196)	(74,000)	-	(2,331,725)
Total Unrestricted funds	<u>(406,637)</u>	<u>18,553,508</u>	<u>(18,626,948)</u>	<u>-</u>	<u>(92,000)</u>	<u>(572,077)</u>

The purpose of material designated funds is as follows:

FAMILY CENTRES

This is a 6 year contract from 1st October 2018 to oversee 50% of Hertfordshire County Council's Family Support Centres. Total funding received 2024/25 was £3,535,101 (2023/24: £4,762,878).

HERTS SPORTS

Herts sports is the funding of a sports development officer for the Hertfordshire area. The officer coordinates programs to get people more active and to live healthier lifestyles.

96 SHENLEY ROAD

96 Shenley Road is managed by InspireAll on behalf of Hertfordshire County Council. The building is a multi-purpose facility including library, meeting rooms, performance facilities and cafe. Any surpluses are repayable to HCC and any deficits underwritten by HCC.

Income and expenses allocation are in respect to designated funds.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Total unrestricted funds 2025 £
Tangible fixed assets	2,812,846
Current assets	2,905,202
Creditors due within one year	(2,922,628)
Creditors due in more than one year	(2,602,611)
Provisions for liabilities and charges	(421,000)
Total	(228,191)

Analysis of net assets between funds - prior year

	Total unrestricted funds 2024 £
Tangible fixed assets	2,981,234
Current assets	4,735,107
Creditors due within one year	(4,859,842)
Creditors due in more than one year	(3,203,576)
Provisions for liabilities and charges	(225,000)
Total	(572,077)

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	484,886	(73,440)
Adjustments for:		
Depreciation charges	1,131,361	1,144,885
Interest on loan	175,781	203,607
Interest cost on defined benefit obligations	425,000	420,000
Current Service cost	60,000	65,000
Interest income on plan assets	(552,000)	(503,000)
Contributions by employer	(74,000)	(74,000)
Decrease in stocks	8,771	7,457
Decrease in debtors	1,529,242	157,766
Decrease in creditors	(1,966,466)	(1,614,693)
(Decrease)/increase in provisions	196,000	225,000
Net cash provided by/(used in) operating activities	1,418,575	(41,418)

20. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	2,372,889	2,664,781
Total cash and cash equivalents	2,372,889	2,664,781

21. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	2,664,781	(291,892)	2,372,889
Debt due within 1 year	(571,713)	(29,252)	(600,965)
Debt due after 1 year	(3,203,576)	600,965	(2,602,611)
	(1,110,508)	279,821	(830,687)

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

22. Employee benefit obligation

The Company operates a defined benefit pension scheme.

Certain employees who were previously members of a Local Government Pension Scheme prior to their employment with InspireAll continue to participate in that defined benefit scheme. The contributions are paid by InspireAll in accordance with the advice of the actuary and InspireAll has no further liability to fund the scheme beyond the contributions in the year.

The latest actuarial valuation of InspireAll's liabilities took place as at 30 June 2023.

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	At 31 March 2025 %	At 31 March 2024 %
Discount rate	5.80	4.85
Future salary increases	3.90	3.25
Future pension increases	2.90	2.75

The Company's share of the assets in the scheme was:

	At 31 March 2025 %	At 31 March 2024 %
Equities	59	60
Corporate bonds	23	21
Property	15	12
Cash and other liquid assets	3	7

The actual return on scheme assets was £293,000 (2024 - £1,015,000).

The amounts recognised in the Statement of financial activities are as follows:

	2025 £	2024 £
Current service cost	60,000	65,000
Interest income	(552,000)	(503,000)
Interest cost	425,000	420,000
Total amount recognised in the Statement of financial activities	(67,000)	(18,000)

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

22. Employee benefit obligation (continued)

Movements in the present value of the defined benefit obligation were as follows:

	2025 £	2024 £
Opening defined benefit obligation	8,888,000	8,977,000
Current service cost	60,000	65,000
Interest cost	425,000	420,000
Contributions by scheme participants	15,000	15,000
Actuarial gains	(1,285,000)	(247,000)
Benefits paid	(274,000)	(342,000)
Closing defined benefit obligation	7,829,000	8,888,000

Movements in the fair value of the Company's share of scheme assets were as follows:

	2025 £	2024 £
Opening fair value of scheme assets	11,476,000	10,714,000
Expected return on assets	552,000	503,000
Actuarial (losses)/gains	(259,000)	512,000
Contributions by employer	74,000	74,000
Contributions by scheme participants	15,000	15,000
Benefits paid	(274,000)	(342,000)
Closing fair value of scheme assets	11,584,000	11,476,000

Defined benefit pension scheme

The Company has an in respect of its defined benefit pension scheme as it does not expect to recover the plan surplus either through reduced contributions in the future or through refunds from the plan. Defined benefit pension scheme

The defined benefit plan assets exceeded the pension scheme obligations giving rise to a surplus of £3,755,000 as at the 31 March 2025, however in accordance with FRS 102 Section 28.22, the surplus has not been recognised. The unrecognised positive movement in the year was £1,167,000 (2024 - £851,000).

Defined contribution scheme

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The pension cost charge represents contribution payable by the charity and amounted to £246,820 (2024: £263,372).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

23. Related party transactions

During the year, the Chief Executive Officer (CEO) of the charity was provided with a loan of £17,000 for the purchase of a motor vehicle. The loan carries an interest rate of 6.25% per annum.

In the year, interest accrued on the loan amounted to £376 and capital repayments made during the year totalled £2,833. The outstanding balance on the loan at year-end was £14,167 and £62 of accrued interest income.

The loan was approved by the Board of Trustees in accordance with the charity's governance procedures.

There were no other related party transactions for the year ended 31 March 2025 (2024: None).

Accounts

Company registration number: 04343347
Charity number: 1093653

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2024

INSPIREALL LEISURE AND
FAMILY SUPPORT
SERVICES
(A company limited by
guarantee)

MENZIES
BRIGHTER THINKING

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

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INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 MARCH 2024

Trustees	C N Warne, Chairman M Gibson A R Jacobson A J Keating A M Sinclair (resigned 3 June 2024) S T Q Williams J Ayres (appointed 10 May 2023, resigned 29 September 2023)
Company registered number	04343347
Charity registered number	1093653
Registered office	InspireAll Leisure The Venue Leisure Centre Elstree Way Borehamwood Hertfordshire WD6 1JY
Chief executive officer	N Palmer
Independent auditors	Menzies LLP Chartered Accountants Statutory Auditor Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP
Bankers	Royal Bank of Scotland 2nd Floor 10 St Peter's Street St Albans Herts AL1 3LY

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the group for the year ended 31st March 2024. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Policies and objectives

The principal activities are those encompassed within the Memorandum of Association, which principally involve managing leisure facilities and family support services.

InspireAll Leisure & Family Support Services (InspireAll) exists to promote and preserve good health, wellbeing and more active lifestyles for the communities it serves. Specifically, it provides leisure services to the residents of Hertsmere (HBC) and Milton Keynes (the latter until the end of October of 2024). In addition, until the end of 2024, through contracts with Hertfordshire County Council (HCC), the Charity provides the Family Support Service to the boroughs and districts of Hertsmere, Three Rivers, St Albans, Watford and Dacorum. This entails being the lead agency in supporting work with children aged pre-birth to 11 years old in these areas and requires the provision of staff and expertise.

The leisure sector is highly competitive, with budget gyms at one end of the price spectrum and expensive clubs at the other. InspireAll's role in this sector is to deliver services on behalf of Local Authorities and, as such, seek to appeal to as wide a spectrum of customers as possible. The pricing policy aims to make the facilities accessible and affordable, yet generates sufficient surplus to allow investment in keeping facilities and equipment up-to-date.

Strategic Report

The leisure side of the business manages four major leisure centres, plus community centres, pavilions and a theatre. The facilities are used by individuals, groups and clubs, with a wide range of activities on offer that allow individuals of all ages to participate at the level and intensity that suits their personal need and ability. Every centre is open to all, either on a membership or "pay-as-you-go" basis and a concessionary pricing scheme is operated within each contract to encourage participation and, whenever possible, remove barriers to following a healthy lifestyle.

Under a six-year contract, which commenced on 1st October 2018, InspireAll has provided a Family Support Service on behalf of Hertfordshire County Council managing 35 Family Centres in the boroughs of Hertsmere, Dacorum, Watford, Three Rivers, and St Albans. In these areas, the aim is to establish contact with every new parent and offer them a range of services - advice, classes, one-to-one assistance - that can help them with parenting, assist them to lead healthy lives, give children the best start in life and allow them to reach their full potential. The service unifies family centre staff, health visitors and school nursing under a single umbrella, offering a joined-up service that allows easy access.

Public benefit

The Board of Trustees confirm that they have complied with the duties of Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

InspireAll has referred to the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning its future activities.

Achievement and performance

Review of activities 2023-24

InspireAll seeks to operate as a successful commercial entity, but is proud to highlight services provided during the year that underline its charitable ethos, including:

- The Health Hubs secured funding to continue delivering a hub at Bushey Grove, Wyllyotts and 96 Shenley Road.
- Offering free memberships to those being housed in YMCA accommodation in Milton Keynes, in order to encourage them to exercise, improve their mental health and confidence and find their feet again.
- Offering free swimming opportunities to those in MK2/MK3 postcode with the support of the local Parish Council in Milton Keynes, in order to encourage exercise and improve the mental health and confidence of the local community.
- Donating prizes of memberships and free swims/parties to local charities for fund raising events within Hertsmere and Milton Keynes.
- Via the outdoor events team, supporting local organisations in running outdoor events and celebrations, either by providing staff and resources, donating/loaning equipment, or ensuring policies and procedures are accurate and

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

sufficient. The team also supported the friends of the parks groups, HBC departments and the Bushey Festival.

- Attendance at local events such as carnivals and fun days. Promoting the facilities and demonstrating how physical activity can help support physical and mental health.

Contract reviews

The contract operations were supported by strong sales and marketing activity, with the focus on building membership, retention and swimming lesson pupils.

Hertsmere Borough Council Contract (HBC)

The Hertsmere Borough Council Contract showed sustained increases in participation and income growth throughout the year.

Swimming Lessons remained one of the successes of the year with 4,410 pupils on the swimming lesson programme by March 2024, a 9% increase in the year.

Memberships also continued to grow, with 7,763 members by March 2024, an increase of 10% from March 2023.

Highlights for the year included the refurbishment of the changing rooms at Furzelefield Leisure Centre and the Sauna and Steam facility at The Venue.

Theatre and cinema bookings at Wyllyotts Theatre improved in the year, with overall growth in income of 7%. The 2023 Pantomime was a great success with the most tickets ever sold.

Generation Plus and Sports Development continued to deliver a well-managed programme of 38 different weekly activities. The use of volunteers and control of costs makes the programme sustainable. The Generation Plus programme delivered activities as diverse as Keyboard Club, Art, Walking Football and Line Dancing. The Physical Activity Referrals Scheme, consisting of medical referrals into exercise, continued to grow, with 255 participants opting for the annualised membership and supported programme in the financial year. A similar number of referrals underwent the supported programme but opted for pay-as-you-go options.

Park Events had a very busy year with the well-loved community events including Fun-in-the-parks and Outdoor film screenings.

Milton Keynes Council Contract

Attendances at swimming lessons at Bletchley Leisure Centre have seen a significant upturn of 22% in the year, with 1659 pupils on the scheme in March 2024.

InspireAll offered volunteers the opportunity to learn how to teach, through supporting them on their journey to become swimming teachers via funded courses.

50+ activities on the timetable have continued to offer an appealing programme with sessions such as walking netball, pickleball and bowls. Many of these sessions have participants in their 80's.

Hertfordshire County Council Contracts

96 Shenley Road remained a popular and busy Community Hub. InspireAll work alongside the building partners to offer a harmonious service to the users. Iconic local history was celebrated at the museum, with different displays through the year.

Family Support Services Contract

The Family Support Service team have worked tirelessly throughout 2023-2024 to provide comprehensive and targeted support to families across the communities we serve. Their dedication has resulted in a year marked by substantial increases in engagement, impactful projects, and innovative initiatives aimed at meeting the diverse needs of local families.

In total, over 12,000 families engaged with our universal services, taking part in sessions designed to offer essential support. Additionally, more than 2,716 families accessed our emerging needs programmes, benefiting from targeted interventions. Furthermore, we provided intensive one-to-one support to 717 families, ensuring that those with the most complex needs received the tailored assistance they required.

This year, our teams delivered a wide range of creative and impactful innovative projects to support families in need,

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

examples include:

- **Pop-Up Dentist Sessions:** In response to the difficulties many families face in registering with a dentist, we partnered with the Hertfordshire Dental Health Service to host Pop-Up Dentist sessions from our Family Centres. These events were highly successful, with 339 children attending in total. Notably, 40% were not previously registered with a dentist, highlighting the importance of this initiative.
- **Baby Fairs:** Our Baby Fairs have continued to thrive, with attendance growing throughout the year. Hundreds of families participated, with 96% of attendees reporting that the Baby Fairs encouraged them to access additional Family Centre services. This initiative has proven essential in helping families engage early with the wide array of services we offer.
- **Support for Families with SEND:** Our commitment to supporting families with children who have Special Educational Needs and Disabilities (SEND) has remained strong. The Early Adventurers programme, a 9-week course designed in collaboration with families, supported 225 families. Additionally, 194 families attended our SEND drop-in sessions. Parents have expressed how much they value the opportunity to speak directly with our SEND Champions and engage with other visitors from partner organisations. These sessions have proven to be an essential support system, enabling families to connect and share experiences, ensuring they feel empowered and supported on their SEND journey.

We have made significant strides in engaging fathers in our services, which has resulted in a 28% increase in fathers signing up to the Family Support Service. Moreover, we saw a remarkable 80% increase in fathers attending our services, reflecting the effectiveness of our efforts to provide more inclusive and accessible support to fathers.

Other activities

Human Resources & Payroll

The HR and Payroll system is now fully embedded and providing key information to the management team. The online timesheets are fully active and the system automates functions such as casual holiday pay, absence records and annual leave entitlement.

The next stage is to develop the automated timesheets through a clocking in and out of the systems to drive further efficiencies.

Facilities management

The focus of the facilities team throughout 2023-24 continued to be:

- To reduce energy costs by utilising technology and sharing best practice
- To complete a regular, thorough audit programme
- To review and update company policies
- To look at reducing the carbon footprint and improving sustainability across the organisation.

The Combined Heat and Power Units at Bletchley, Furzefield, Bushey Grove and The Venue leisure centres continued to deliver utility cost savings.

Financial review

Financial position

The results for the year are set out in the financial statements.

Total income, before interest on the defined benefit pension scheme was £18,470,508 (2023: £16,864,801). The loss for the financial year, before the pension adjustment, was £73,440 (2023: surplus of £1,470).

InspireAll made a provision for £225,000 in the year for dilapidations, following the expiry of the Milton Keynes Council contract. This is a one off event post the year end. Before this adjustment, InspireAll made a surplus of £151,560. It is anticipated that the forecasted surplus position for the year ending 31 March 2025 will absorb this provision.

Principal funding sources

In the leisure sector, the main source of income derives from the individual customers that are attracted to use the facilities, in competition with other fitness and leisure operators. Membership income derived from the gym, fitness classes,

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

swimming lessons and other swimming activities are the key income sources.

Milton Keynes Council paid an annual management fee for the day-to-day running of the community facilities.

The Family Support Services business is wholly funded by Hertfordshire County Council Management Fee, under a six-year contract secured following a competitive tendering process.

InspireAll does not undertake general fundraising activities on its own behalf and does not employ professional fund-raisers or commercial participators. As a consequence, InspireAll was not subject to an undertaking to be bound by any voluntary or statutory schemes for regulating or monitoring fundraising.

Reserves policy

At the end of the financial year, the Trust held negative unrestricted reserves (excluding retirement benefit obligations) of £572,077 (2023: £406,637) and a cash balance of £2,664,781 (2023: £3,838,802). The current deficit position is a direct impact of Covid. As the business continues to rebuild, the aim is to fully recover the deficit over the next 1 to 2 years and maintain a reserve fund of between £500K and £1m moving forward.

The defined benefit pension fund obligation is monitored closely but is not seen as an immediate threat to the day to-day business of the Trust.

Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Trust has adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal risks and uncertainties

The changes that have occurred since the end of the financial year (see below) mean that InspireAll needs to operate as a leaner business and continue to grow its core HBC business. We believe this can be achieved.

Part of the challenge is the ability to recruit and retain sufficient high quality staff. There are two issues: finding suitable candidates and being able to offer rates of pay that can attract and retain the best employees.

Future plans

The focus is very much on improving what is already managed, rather than seek to win new contracts, and ensure that operating surpluses can be generated to allow reinvestment into the facilities.

Having undertaken a significant investment programme pre-Covid, there is limited need to invest in enhancing facilities over the next few years, though maintenance issues are growing in importance as the buildings age.

Governing document and charity constitution

The Trust and the group are registered as a charitable company (number 1093653) limited by guarantee and were set up by a Memorandum of Association on 1 December 2003.

The Memorandum and Articles of Association were revised in 2006 to accommodate the addition of children's centres (now termed "family centres") to the portfolio. The Memorandum and Articles of Association were further revised at the AGM in 2016 to remove non-Trustees as Members of the Company. The Members are the guarantors of the Charitable company and each has undertaken to contribute such amount as may be required (but not exceeding £1 each) to the Charitable Company's assets if it should be wound up while he or she is a Member or within one year after he or she should cease to be a Member, for payment of the Charitable company's debts and liabilities contracted before he or she ceased to be a Member, and of the costs, charges and expenses of the winding up, and for the adjustments of the rights of the contributors among themselves.

The Charity is required to have between three and eleven Trustees. They are the Trustees of InspireAll in accordance with the Charities Act 2011 and they are also Directors in accordance with the Companies Act 2006. At the end of the financial year the number stood at six.

Recruitment and appointment of new trustees

The Board is continually seeking to recruit new Trustees to achieve a breadth of experience and skills. Vacancies are

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

advertised as necessary, with suitable candidates initially meeting the Chair and Chief Executive to explore the opportunity. Candidates are then invited to attend a Board meeting as observers, prior to possible appointment.

Induction and training of new trustees

Many Trustees are users of the facilities, so often come to the business with their experience as customers. All new Trustees are encouraged to spend time with managers in various locations, to gain further insight into the business.

Organisational structure and decision making

The Board of Trustees meets at least quarterly and has delegated the responsibility for administering the Charity to a management team which, during the course of the financial year, was formed jointly with Stevenage Leisure Limited (SLL).

Natalie Palmer	Chief Executive Officer
Liz Applin	Head of Family Support Services
Lee Medlock	Head of Operations
Adrian Hill	Head of IT
Donna Radics	Head of HR
Joanne Webber	Head of Sales

In addition to the Board Meetings, there are regular meetings of the Finance and Development, HR, and more recently Sales and Marketing committees. These committees allow Trustees with relevant experience to engage proactively with the business.

The current Board offers professional expertise encompassing finance, customer relations, food & beverage, marketing and energy, in addition to the general management experience of operating at senior levels in their respective professions.

Pay and remuneration of the charity's employees, including key management personnel, is reviewed annually by the HR Committee. Factors considered when reviewing annual pay awards include affordability, statutory regulation changes, inflation and local competition.

Structure, governance and management

None of the three Local Authorities presently served by InspireAll (HBC, MKC and HCC) nominate people for consideration by the Trustees.

Cooperation with other organisations

InspireAll operates independently, but occupies buildings owned by HBC and HCC.

The Family Support Services team continues to work in co-operation with Hertfordshire Community Trust, Barnardo's and One YMCA until the end of December 2024, when the contract with HCC ends.

InspireAll and SLL operated with a pooled head office function during the year, but this arrangement has since ceased.

Risk management

The Board and the Finance & Development Committee review monthly management accounts, re-forecasts and Key Performance Indicators at each meeting. The Risk Register is formally reviewed at Board level and updated accordingly.

Events since the end of the year

The new financial year has seen significant change:

- InspireAll was unsuccessful during the retendering process for the Family Services contract due to financial criteria set within the bid requirements. It is with great disappointment that this contract ceases on 31st December 2024.
- InspireAll was also unsuccessful during the retendering of the Milton Keynes contract to operate Bletchley Leisure Centre. This contract ended on 31st October 2024. As highlighted previously in the report, a dilapidations review was undertaken on the expiry of the contract and InspireAll has since agreed a full and final settlement with MKC for £225,000. A provision for the dilapidations has been included in the financial statements as at 31st March 2024.
- Stevenage Leisure Ltd, having lost its last major contract, went into liquidation, bringing an end to the collaboration and head office cost sharing initiative that had been in place for several years. This led to InspireAll taking over the

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

employment contracts of all shared staff employed by SLL, together with the novation of the three remaining contracts operated by SLL. Subsequently, there has been a further rationalisation of head office roles to reflect the reduced scale of the business.

The changes that have occurred over recent years, with InspireAll finding itself unable to outbid the larger leisure operators, takes InspireAll back to its roots, with the Hertsmere Borough Council contract once again the main focus of the business. The Trustees are optimistic that the business will continue to provide a high quality of service to its remaining customers and will continue to generate the surplus needed to maintain the facilities to a high standard.

On this front, it is good to report that InspireAll are now reaping the rewards of the significant investment undertaken prior to the COVID-19 pandemic. Trading has continued to improve, with overall income levels exceeding expectations in 2024-25. The swimming lesson programme has continued to go from strength to strength and gym member numbers are steadily increasing each month.

The repayment of the HBC loan continues in line with the planned schedule.

A full review of the rates of pay was undertaken in April 2024 and InspireAll were pleased to be able to award a pay increase across all roles.

Statement of trustees' responsibilities

The trustees (who are also the directors of InspireAll Leisure and Family Support Services for the purposes of company law) are responsible for preparing the Report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

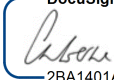
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Auditors

Under section 487(2) of the Companies Act 2006,Menzies LLP will be deemed to have been reappointed 28 days after these financial statements were sent to members, or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is the earliest.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

.....2BA1401AB0C34AF.....
C N Warne
(Trustee)
Date: 20-Dec-2024

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

MENZIES
BRIGHTER THINKING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

Opinion

We have audited the financial statements of InspireAll Leisure And Family Support Services (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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

As explained more fully in the Trustees' responsibilities statement, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' 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 Auditors' 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

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (CONTINUED)

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 Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation. We determined that the following laws and regulations were most significant including the Companies Act 2006, Charities Act 2011, Health and Safety Act, GDPR and employment law. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.
- We understood how the Charity is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal and compliance procedures. We corroborated our inquiries through our review of board minutes.
- The engagement partner assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations. The assessment did not identify any issues in this area.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur. We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas; posting of fraudulent journal entries, authorisation, processing, and payment of fraudulent expenses and timing of revenue recognition.

Audit procedures performed by the engagement team included.

- Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
- Challenging assumptions and judgments made by management in its significant accounting estimates; and identifying and testing journal entries, in particular any journal entries posted with unusual account combinations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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. This description forms part of our Auditors' report.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (CONTINUED)

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. 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

634F24DE92A4471...

Janice Matthews FCA (Senior statutory auditor)

for and on behalf of

Menzies LLP

Chartered Accountants

Statutory Auditor

Magna House

18-32 London Road

Staines-Upon-Thames

TW18 4BP

Date: 23-Dec-2024

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2024

	Note	Total unrestricted funds 2024 £	Total unrestricted funds 2023 £
Income from:			
Charitable activities	3	17,215,475	15,947,973
Other trading activities	4	1,255,033	916,828
Finance income	5	83,000	-
Total income		18,553,508	16,864,801
Expenditure on:			
Goods for resale		578,641	468,490
Charitable activities:	6		
Operation of leisure facilities		13,264,840	11,318,935
Family centres		4,101,956	4,487,365
Support costs	7	681,511	588,541
Total expenditure		18,626,948	16,863,331
Net (expenditure)/income		(73,440)	1,470
Other recognised gains:			
Actuarial gains on defined benefit pension schemes	23	759,000	2,367,000
Pension surplus not recognised	23	(851,000)	(1,737,000)
Net movement in funds		(165,440)	631,470
Reconciliation of funds:			
Total funds brought forward		(406,637)	(1,038,107)
Net movement in funds		(165,440)	631,470
Total funds carried forward		(572,077)	(406,637)

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 31 form part of these financial statements.

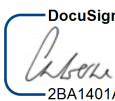
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)
REGISTERED NUMBER: 04343347

BALANCE SHEET AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	11	2,981,234	3,741,010
		<u>2,981,234</u>	<u>3,741,010</u>
Current assets			
Stocks	12	63,484	70,941
Debtors	13	2,006,842	746,699
Cash at bank and in hand		2,664,781	3,838,802
		<u>4,735,107</u>	<u>4,656,442</u>
Creditors: amounts falling due within one year	14	(4,859,842)	(5,028,800)
Net current liabilities		<u>(124,735)</u>	<u>(372,358)</u>
Total assets less current liabilities		<u>2,856,499</u>	<u>3,368,652</u>
Creditors: amounts falling due after more than one year	15	(3,203,576)	(3,775,289)
Provisions for liabilities	16	(225,000)	-
Net liabilities excluding pension asset		<u>(572,077)</u>	<u>(406,637)</u>
Total net liabilities		<u><u>(572,077)</u></u>	<u><u>(406,637)</u></u>
Charity funds			
Unrestricted funds	17	(572,077)	(406,637)
Total deficit		<u><u>(572,077)</u></u>	<u><u>(406,637)</u></u>

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

 2BA1401AB0C34AF...
C N Warne
 (Trustee)

Date: 20-Dec-2024

The notes on pages 16 to 31 form part of these financial statements.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	19	(41,418)	1,014,563
Purchase of tangible fixed assets	11	(385,109)	(657,440)
Net cash used in investing activities		(385,109)	(657,440)
Cash flows from financing activities			
Repayments of loan principal		(543,887)	(528,000)
Repayments of loan interest		(203,607)	-
Net cash used in financing activities		(747,494)	(528,000)
Change in cash and cash equivalents in the year		(1,174,021)	(170,877)
Cash and cash equivalents at the beginning of the year		3,838,802	4,009,679
Cash and cash equivalents at the end of the year	20	2,664,781	3,838,802

The notes on pages 16 to 31 form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

InspireAll Leisure and Family Support Services is a private company limited by guarantee, registered in England and Wales, as well as being a charity registered in the same jurisdiction. The charity's registered numbers and office address can be found within the reference and administrative details on page 1.

The presentation currency of the financial statements is the Pound Sterling (£).

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

2.2 Going concern

We believe that the financial statements should be prepared on a going concern basis on the grounds that the current and future management contract with Hertsmere Borough Council will deliver financial stability with an operating surplus. We have considered a period of twelve months from the date of approval of the financial statements and prepared budgets and forecasts to demonstrate future surpluses and adequate cashflow. We believe that no further disclosures relating to the entity's ability to continue as a going concern need to be made in the financial statements.

2.3 Income

Income from charitable activities includes income recognised as earned under contract or where there is entitlement to grant funding. All income resources are recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Certain income is received in advance of the provision of the relevant service and as such is deferred until the service commences. Income for annual memberships is accounted for over the membership year within the Leisure centres whilst income for future events and shows is recognised once the event is performed for our Theatre.

2.4 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under heading that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

2.5 Taxation

The charity is exempt from corporation tax on its charitable activities.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

The charity has a capitalisation threshold of £1,000, below which expenditure on assets is charged directly to the statement of financial activities.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Long-term leasehold property	- Over the life of the lease
Plant and machinery	- 3 to 10 years on cost
IT, Fixtures and fittings	- 3 to 5 years on cost

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

2.8 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

The Company operates a defined benefits pension scheme and the pension charge is based on a full actuarial valuation.

2.9 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Operation of leisure facilities	12,327,797	12,327,797	11,067,475
Family centres	4,887,678	4,887,678	4,880,498
Total 2024	<u>17,215,475</u>	<u>17,215,475</u>	<u>15,947,973</u>
<i>Total 2023</i>	<u>15,947,973</u>	<u>15,947,973</u>	

4. Retail income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Secondary sales	1,255,033	1,255,033	916,828
<i>Total 2023</i>	<u>916,828</u>	<u>916,828</u>	

5. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Pension income	83,000	83,000	-

The £83,000 pension income (2023: *net expense of £16,000*) relates to the net interest income earned on the defined benefit pension scheme and is calculated as the net interest income of £503,000 less the net interest expense of £420,000. Please see note 23 for further details on the defined benefit pension scheme.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

6. Charitable Activities Cost

Summary by fund type

	Unrestricted funds 2024 £	Total 2024 £	Total 2023 £
Operation of leisure facilities	13,752,861	13,752,861	11,907,476
Family centres	4,295,446	4,295,446	4,487,365
Total 2024	18,048,307	18,048,307	16,394,841
<i>Total 2023</i>	<i>16,394,841</i>	<i>16,394,841</i>	

7. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Operation of leisure facilities	13,264,840	488,021	13,752,861	11,907,476
Family centres	4,101,956	193,490	4,295,446	4,487,365
Total 2024	17,366,796	681,511	18,048,307	16,394,841
<i>Total 2023</i>	<i>15,806,300</i>	<i>588,541</i>	<i>16,394,841</i>	

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Operation of leisure facilities 2024 £	Family centres 2024 £	Total funds 2024 £	Total funds 2023 £
Pension finance costs	-	-	-	16,000
Staff costs	6,617,112	3,097,109	9,714,221	8,617,714
Depreciation	1,071,053	37,518	1,108,571	1,178,803
Premises expenses	2,288,095	155,071	2,443,166	2,829,864
Licenses	128,863	12,943	141,806	137,941
IT and communications	145,353	142,209	287,562	255,217
Finance costs	287,533	1,791	289,324	57,543
Repairs and maintenance	1,367,389	423,198	1,790,587	1,252,623
Marketing	206,449	5,438	211,887	170,147
Legal and professional	202,087	23,777	225,864	190,239
Theatre	364,100	-	364,100	337,673
Other costs	586,806	202,902	789,708	762,536
Total 2024	13,264,840	4,101,956	17,366,796	15,806,300
<i>Total 2023</i>	<i>11,318,935</i>	<i>4,487,365</i>	<i>15,806,300</i>	

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Operation of leisure facilities 2024 £	Family centres 2024 £	Total funds 2024 £	Total funds 2023 £
Staff costs	182,242	72,255	254,497	525,211
Depreciation	26,004	10,310	36,314	71,589
Premises expenses	106,495	42,223	148,718	21,000
Licenses	8,371	3,319	11,690	-
IT and communications	35,836	14,208	50,044	60,500
Finance costs	5,850	2,320	8,170	34,624
Repairs and maintenance	13,611	5,397	19,008	3,062
Marketing	6,221	2,466	8,687	1,528
Legal and professional	44,599	17,683	62,282	21,482
Other costs	58,792	23,309	82,101	(150,455)
Total 2024	488,021	193,490	681,511	588,541
<i>Total 2023</i>	<i>408,432</i>	<i>180,109</i>	<i>588,541</i>	

8. Auditors' remuneration

	2024 £	2023 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	21,850	9,082
Fees payable to the Company's auditor in respect of the preparation of accounts		
All non-audit services not included above	3,150	2,000

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

9. Staff costs

	2024 £	2023 £
Wages and salaries	9,141,820	8,227,970
Social security costs	572,526	539,516
Contribution to defined contribution pension schemes	189,372	266,439
Operating costs of defined benefit pension schemes	65,000	109,000
	9,968,718	9,142,925

The average number of persons employed by the Company during the year was as follows:

	2024 No.	2023 No.
Leisure and facilities	494	454
Family centre activities	169	150
Senior management and administration	12	14
	675	618

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £60,001 - £70,000	1	1
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	-

Total key management personnel remuneration (including benefits) was £236,611 (2023: £178,170).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

10. Trustees' remuneration and expenses

The Chairman and Trustees requested Anthony Keating to take on a consultancy role within InspireAll to provide sales and marketing services, given his breadth of knowledge and experience in this area throughout his career. The purpose was to lead the development of an enhanced sales culture in the leisure business and help drive significant year on year revenue growth. The appointment was approved at a board meeting on 10 May 2023. The consultancy started on 11 May 2023 and ended on 26 September 2023.

The consultancy was deemed to be a positive initiative with sales year ending March 2024 at the 4 major leisure centres achieving sales growth of 21% year on year.

The remuneration received for the consultancy services was £14,180, including expenses. There were no pension contributions, private health care, termination or other benefits associated with this consultancy appointment.

During the year ended 31 March 2024, no other Trustees expenses have been incurred (2023 - £NIL).

11. Tangible fixed assets

	Long-term leasehold property £	Plant and machinery £	IT and F&F £	Total £
Cost or valuation				
At 1 April 2023	868,816	9,421,801	474,707	10,765,324
Additions	81,415	247,400	56,294	385,109
Disposals	(4,584)	-	-	(4,584)
Transfers between classes	-	(59,767)	59,767	-
At 31 March 2024	945,647	9,609,434	590,768	11,145,849
Depreciation				
At 1 April 2023	667,348	5,895,831	461,135	7,024,314
Charge for the year	103,043	972,175	69,667	1,144,885
On disposals	(4,584)	-	-	(4,584)
At 31 March 2024	765,807	6,868,006	530,802	8,164,615
Net book value				
At 31 March 2024	179,840	2,741,428	59,966	2,981,234
At 31 March 2023	201,468	3,525,970	13,572	3,741,010

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

12. Stocks

	2024 £	2023 £
Raw materials and consumables	63,484	70,941

13. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	1,636,302	358,582
Other debtors	184,838	195,994
Prepayments and accrued income	185,702	192,123
	2,006,842	746,699

14. Creditors: Amounts falling due within one year

	2024 £	2023 £
Other loans	571,713	543,887
Accruals	688,844	727,541
Trade creditors	973,797	998,980
Other taxation and social security	354,644	539,809
Other creditors	293,697	330,843
Deferred income	1,977,147	1,887,740
	4,859,842	5,028,800
	2024 £	2023 £
Deferred income at 1 April 2023	1,887,740	1,922,196
Resources deferred during the year	1,770,603	1,715,653
Amounts released from previous periods	(1,681,196)	(1,750,109)
	1,977,147	1,887,740

Where income has been received or invoiced in advance of the service being provided, a proportionate amount has been deferred at the year end. This includes management fees invoiced in advance, theatre ticket sold in advance of the production date and annual fitness memberships.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

15. Creditors: Amounts falling due after more than one year

	2024 £	2023 £
Other loans	3,775,289	4,319,176
Due within one year, included in current liabilities	(571,713)	(543,887)
Other loans due after more than one year	3,203,576	3,775,289

The loans are repayable as follows:

	2024 £	2023 £
Amounts falling due within one year	571,713	543,887
Amounts falling between one and two years	600,964	571,713
Amounts falling due between two and five years	1,993,740	1,896,702
Amounts falling due later than five years	608,872	1,306,874
	3,775,289	4,319,176

Loans are from Hertsmere Borough Council and are secured by way of fixed and floating charge over the assets of the charity.

16. Provisions

	Dilapidation £
Additions	225,000
	225,000

InspireAll has been operating a number of facilities since 2009 for Milton Keynes Council. The contract expired on 31st October 2024 and a full dilapidations review was completed. As the liability for the dilapidations has accumulated over the term of the contract, a provision for this post balance sheet event has been included in the accounts. The full and final settlement of the dilapidations was agreed with MKC at £225,000 and will be settled within one year.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds						
Designated funds						
Family Centres	1,705,014	4,762,878	(4,685,961)	-	-	1,781,931
96 Shenley Road	(17,547)	458,434	(458,686)	-	-	(17,799)
Bushey Community Centre	(46,225)	38,804	(99,268)	-	-	(106,689)
Herts Sports	38,312	114,730	(50,837)	-	-	102,205
Retirement benefit obligations	-	83,000	(65,000)	74,000	(92,000)	-
	<u>1,679,554</u>	<u>5,457,846</u>	<u>(5,359,752)</u>	<u>74,000</u>	<u>(92,000)</u>	<u>1,759,648</u>
General funds						
General Fund	(2,086,191)	13,095,662	(13,267,196)	(74,000)	-	(2,331,725)
Total Unrestricted funds	<u>(406,637)</u>	<u>18,553,508</u>	<u>(18,626,948)</u>	<u>-</u>	<u>(92,000)</u>	<u>(572,077)</u>

Statement of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds					
General Fund	(1,635,602)	11,291,712	(11,742,301)	-	(2,086,191)
Family Centres	1,202,773	4,989,606	(4,487,365)	-	1,705,014
96 Shenley Road	(14,917)	459,197	(461,827)	-	(17,547)
Bushey Community Centre	(11,090)	47,739	(82,874)	-	(46,225)
Herts Sports	7,729	76,547	(45,964)	-	38,312
Retirement benefit obligations	(587,000)	301,000	(344,000)	630,000	-
	<u>(1,038,107)</u>	<u>17,165,801</u>	<u>(17,164,331)</u>	<u>630,000</u>	<u>(406,637)</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

17. Statement of funds (continued)

The purpose of material designated funds is as follows:

FAMILY CENTRES

This is a 6 year contract from 1st October 2018 to oversee 50% of Hertfordshire County Council's Family Support Centres. Total funding received 2023/24 was £4,762,878 (2022/23: £4,989,606).

HERTS SPORTS

Herts sports is the funding of a sports development officer for the Hertfordshire area. The officer coordinates programs to get people more active and to live healthier lifestyles.

96 SHENLEY ROAD

96 Shenley Road is managed by InspireAll on behalf of Hertfordshire County Council. The building is a multi-purpose facility including library, meeting rooms, performance facilities and cafe. Any surpluses are repayable to HCC and any deficits underwritten by HCC.

Income and expenses allocation are in respect to designated funds.

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	2,981,234	2,981,234
Current assets	4,735,107	4,735,107
Creditors due within one year	(4,859,842)	(4,859,842)
Creditors due in more than one year	(3,203,576)	(3,203,576)
Provisions for liabilities and charges	(225,000)	(225,000)
Total	(572,077)	(572,077)

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	3,741,010	3,741,010
Current assets	4,656,442	4,656,442
Creditors due within one year	(5,028,800)	(5,028,800)
Creditors due in more than one year	(3,775,289)	(3,775,289)
Total	(406,637)	(406,637)

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	(73,440)	1,470
Adjustments for:		
Depreciation charges	1,144,885	1,250,392
Interest on loan	203,607	-
Interest cost on defined benefit obligations	420,000	317,000
Current Service cost	65,000	109,000
Interest income on plan assets	(503,000)	(301,000)
Contributions by employer	(74,000)	(82,000)
Decrease/(increase) in stocks	7,457	(26,526)
Decrease/(increase) in debtors	157,766	(190,073)
Decrease in creditors	(1,614,693)	(63,700)
Increase in provisions	225,000	-
Net cash (used in)/provided by operating activities	(41,418)	1,014,563

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

20. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	2,664,781	3,838,802
Total cash and cash equivalents	2,664,781	3,838,802

21. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	3,838,802	(1,174,021)	2,664,781
Debt due within 1 year	(543,887)	(27,826)	(571,713)
Debt due after 1 year	(3,775,289)	571,713	(3,203,576)
	(480,374)	(630,134)	(1,110,508)

22. Contingent liabilities

The charity issued a performance bond of £100,000 to Milton Keynes Council on 1 November 2009 which is valid for 15 years in relation to the charitable company's contract with the Council. The charity has undertaken to reimburse RBS for any amount called under this guarantee and has given RBS a charge over a deposit totalling £50,000.

23. Employee benefit obligation

The Company operates a defined benefit pension scheme.

Certain employees who were previously members of a Local Government Pension Scheme prior to their employment with InspireAll continue to participate in that defined benefit scheme. The contributions are paid by InspireAll in accordance with the advice of the actuary and InspireAll has no further liability to fund the scheme beyond the contributions in the year.

The latest actuarial valuation of InspireAll's liabilities took place as at 30 June 2023.

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	At 31 March 2024 %	At 31 March 2023 %
Discount rate	4.85	4.75
Future salary increases	3.25	3.45
Future pension increases	2.75	2.95

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

23. Employee benefit obligation (continued)

The Company's share of the assets in the scheme was:

	At 31 March 2024 %	At 31 March 2023 %
Equities	60	52
Corporate bonds	21	21
Property	12	14
Cash and other liquid assets	7	13

The actual return on scheme assets was £1,015,000 (2023 - £(362,000)).

The amounts recognised in the Statement of financial activities are as follows:

	2024 £	2023 £
Current service cost	65,000	109,000
Interest income	(503,000)	(301,000)
Interest cost	420,000	317,000
Total amount recognised in the Statement of financial activities	(18,000)	125,000

Movements in the present value of the defined benefit obligation were as follows:

	2024 £	2023 £
Opening defined benefit obligation	8,977,000	11,823,000
Current service cost	65,000	109,000
Interest cost	420,000	317,000
Contributions by scheme participants	15,000	17,000
Actuarial gains	(247,000)	(3,030,000)
Benefits paid	(342,000)	(259,000)
Closing defined benefit obligation	8,888,000	8,977,000

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

23. Employee benefit obligation (continued)

Movements in the fair value of the Company's share of scheme assets were as follows:

	2024 £	2023 £
Opening fair value of scheme assets	10,714,000	11,236,000
Expected return on assets	503,000	301,000
Actuarial gains/(losses)	512,000	(663,000)
Contributions by employer	74,000	82,000
Contributions by scheme participants	15,000	17,000
Benefits paid	(342,000)	(259,000)
Closing fair value of scheme assets	11,476,000	10,714,000

The Company has an unrecognised surplus of £851,000 in the year (2023 - £1,737,000) in respect of its defined benefit pension scheme as it does not expect to recover the plan surplus either through reduced contributions in the future or through refunds from the plan.

Defined benefit pension scheme

The defined benefit plan assets exceeded the pension scheme obligations giving rise to a surplus of £2,588,000 as at the 31 March 2024 however in accordance with FRS 102 Section 28.22, the surplus has not been recognised.

Defined contribution scheme

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The pension cost charge represents contribution payable by the charity and amounted to £263,372 (2023: £266,439).

24. Operating lease commitments

At 31 March 2024 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Not later than 1 year	-	123,155

25. Related party transactions

There were no related party transactions for the year ended 31 March 2024 (2023: None).

Accounts

REGISTERED COMPANY NUMBER: 04343347 (England and Wales)

REGISTERED CHARITY NUMBER: 1093653

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2023
FOR
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A COMPANY LIMITED BY GUARANTEE)**

Menzies LLP
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP

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FOR THE YEAR ENDED 31ST MARCH 2023

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REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31ST MARCH 2023

Trustees	C N Warne - Chairman M Gibson A R Jacobson A J Keating A M Sinclair S T Q Williams
Registered office	The Venue Elstree Way Borehamwood Hertfordshire WD6 1JY
Registered company number	04343347 (England and Wales)
Registered charity number	1093653
Auditors	Menzies LLP Chartered Accountants and Statutory Auditors Richmond House Walkern Road Stevenage Hertfordshire SG1 3QP
Chief executive	N Palmer

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the group for the year ended 31st March 2023. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Policies and objectives

The principal activities are those encompassed within the Memorandum of Association, which principally involve managing leisure facilities and family support services.

InspireAll Leisure & Family Support Services (InspireAll) exists to promote and preserve good health, wellbeing and more active lifestyles for the communities it serves. Specifically, it provides leisure services to the residents of Hertsmere (HBC) and Milton Keynes (MKC). In addition, through contracts with Hertfordshire County Council (HCC), the Charity provides the Family Support Service to the boroughs and districts of Hertsmere, Three Rivers, St Albans, Watford and Dacorum. This entails being the lead agency in supporting work with children aged pre-birth to 11 years old in these areas and requires the provision of staff and expertise.

The leisure sector is highly competitive, with budget gyms at one end of the price spectrum and expensive clubs at the other. InspireAll's role in this sector is to deliver services on behalf of Local Authorities and, as such, seek to appeal to as wide a spectrum of customers as possible. A pricing policy that aims to make the facilities accessible and affordable yet generates sufficient surplus to allow investment in keeping facilities and equipment up-to-date.

Who used and benefited from our services

The leisure side of the business manages four major leisure centres, plus community centres, pavilions and a theatre. The facilities are used by individuals, groups and clubs, with a wide range of activities on offer that allow individuals of all ages to participate at the level and intensity that suits their personal need and ability. Every centre is open to all, either on a membership or "pay-as-you-go" basis and a concessionary pricing scheme is operated within each contract to encourage participation and, whenever possible, remove barriers to following a healthy lifestyle.

The provision of the Family Support Service, on behalf of Hertfordshire County Council, has grown to become a significant part of the business. The current six-year contract, which commenced on 1st October 2018, sees InspireAll managing 35 Family Centres in the boroughs of Hertsmere, Dacorum, Watford, Three Rivers, and St Albans. In these areas, the aim is to establish contact with every new parent and offer them a range of services - advice, classes, one-to-one assistance - that can help them with parenting, assist them to lead healthy lives, give children the best start in life and allow them to reach their full potential. The service unifies family centre staff, health visitors and school nursing under a single umbrella, offering a joined-up service that allows easy access.

Public benefit

The Board of Trustees confirm that they have complied with the duties of Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

InspireAll has referred to the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning its future activities.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

Achievement and performance

Review of activities 2022-23

InspireAll continued to provide services that underlined its charitable ethos, including:

- Offering free memberships to those being housed in YMCA accommodation in Milton Keynes, in order to encourage them to exercise, improve their mental health and confidence and find their feet again.
- Offering free swimming opportunities to those in MK2/MK3 postcode with the support of the local Parish Council in Milton Keynes, in order to encourage exercise and improve the mental health and confidence of the local community.
- Donating prizes of memberships and free swims/parties to local charities for their fund raising events within Hertsmere and Milton Keynes.
- Via our outdoor events team, supporting local organisations in running outdoor events and celebrations, either by providing staff and resources, donating/loaning equipment, or ensuring policies and procedures were accurate and sufficient. The team also supported the friends of the parks groups, HBC departments and the Bushey Festival.
- Attendance at local events such as carnivals and fun days. Promoting the facilities and demonstrating how physical activity can help support physical and mental health.
- The Health Hubs secured funding to deliver a hub at Bushey Grove and to continue operating those at Wylllyotts and 96 Shenley Road.

Contract reviews

The contract operations were supported by strong sales and marketing activity, with the focus in the early part of the year on rebuilding membership and swimming lesson numbers.

Hertsmere Borough Council Contract (HBC)

The Hertsmere Borough Council Contract showed sustained increases in participation and income growth throughout the year.

Highlight for the year included the refurbishment of the gym at The Venue and despite new local competition, The Venue achieved great membership growth, ending the year with 2,285 members, only 4% lower than pre pandemic levels.

Customer visits at Furzefield returned to near pre-pandemic levels with an annual total of 460,841, an increase of 51% on the previous year.

Swimming Lessons remained one of the successes of the year with 4,037 pupils on the swimming lesson programme by March 2023, compared to 3,753 in March 2020.

Theatre and cinema struggled with the return from the pandemic and the early months of the financial year were constrained at Wylllyotts by the lack of strong shows touring, very few good film releases and a reluctance for older adults to attend busy indoor venues. The latter part of the year showed a strong up-turn, with sold out shows and a very successful pantomime. The pantomime generated £136,000 in ticket sales, more than any year previous.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

Achievement and performance

Generation Plus and Sports Development continued the good recovery, with the well-managed programme operating cost effectively. Older adults returned to the 38 different weekly activities with enthusiasm. The use of volunteers and control of costs makes the programme sustainable. The Generation Plus programme delivered activities as diverse as Keyboard Club, Art, Walking Football and Line Dancing. The Physical Activity Referrals Scheme, consisting of medical referrals into exercise, continued to grow, with 195 participants opting for the annualised membership and supported programme in the financial year. A similar number of referrals underwent the supported programme but opted for pay-as-you-go options. The Health Hubs were re-contracted for a further two years with staffed Hubs in the three major towns delivered by InspireAll.

The Park Events had a very busy year with the usual big-ticket events including the Queen's Diamond Jubilee celebrations, running a mobile bar at Middlesex Cricket fixtures in Radlett and the growing programme of supported park events by third parties, where the events team provide specialist support and advice. The traditional Fun- in-the-parks and Outdoor film screenings were well attended and are now a well-loved community fixture.

Milton Keynes Council Contract

Attendance at swimming lessons and casual swim sessions at Bletchley Leisure Centre have seen a significant upturn. Additional sessions were programmed during half term holiday periods for families to attend and the site introduced a new SEND session which has grown in popularity since it was launched.

InspireAll offered volunteers the opportunity to learn how to teach, through supporting them on their journey to become swimming teachers via funded courses.

50+ activities on the timetable have doubled to offer an improved, more appealing programme with additional sessions added throughout the week such as walking netball, pickleball and bowls. Many of these sessions have participants in their 80s.

The Milton Keynes Contract, like many others, has struggled with the rising costs in utilities. Areas for improvements to help reduce energy consumption were identified and LED lighting replacement projects have taken place where possible. Funding was sourced via MKC allowing Bletchley Leisure Centre to add a UV system to the plant room, improving water disinfection and reduce pool chemical consumption.

Hertfordshire County Council Contracts

96 Shenley Road remained a popular and busy Community Hub. InspireAll work alongside the building partners to offer a harmonious service to the users. Iconic local history was celebrated at the museum, with different displays through the year. InspireAll offered a range of smaller events through the year, including children's shows, wrestling and Christmas shows.

Some sessions were delivered as 'pay what you can afford'.

The community café was used as a Warm Hub through the winter.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

Family Support Services Contract

2022-23 was a very positive year for the Family Support Service. One of the many ways this was demonstrated was through the Family Support Service annual parent satisfaction survey. This year's feedback from families was extremely encouraging and it was good to see an increase in families' awareness of the services.

Over 770 families living in South Quadrant (Watford, Three Rivers and Hertsmere Districts) and West Quadrant (Dacorum and St Albans Districts) completed the satisfaction survey. Key results included:-

- 72.8% of parents said there were no barriers to accessing support
- 94.2% of parents agreed the support and guidance they received met their needs
- 97.2% of parents agreed the Family Centre Service was inclusive and welcoming
- 86.7% of parents agreed the Family Centre Service is available when and how parents need it.

The Family Support teams worked tirelessly during 2022-23 to provide families with a wide range of support to meet their varying needs. The level of engagement with the services has been extremely encouraging with over 7,000 families attending the universal sessions; over 1,000 families attending an emerging need programme; 400 families received more intensive 1-1 support.

In addition, InspireAll's Family Support teams have developed a number of innovative projects to further positively impact local families, including a workshop called Becoming Dad. This workshop offers fathers the opportunity to talk with other fathers about their important role. Increasing the sign-ups to the service through a multitude of approaches including developing processes that the Admin team use and translating marketing materials into a range of locally spoken languages. Additionally, working with Watford General Hospital enables Family Support staff to regularly visit the post-natal ward to promote the services to new parents.

InspireAll are particularly proud that there has been so much progress with the Special Educational Needs and Disability offer, this has included the development of the Early Adventurers course. This is a nine week course for families with children aged between 18 months and 4 years who are displaying either an emerging special educational need or who have been diagnosed with a SEND need. The course helps develop the important skills a child needs to have a successful start in an Early Years setting, whilst building parental confidence in supporting their child's needs. It has been very well received by families, one parent reported that, "Coming to a smaller group has helped my anxiety which also affects my son, I now feel more relaxed seeing how he interacts with the other children. I'm starting to understand the SEND pathway. I didn't know where to start before I came to the course."

Other activities

Human Resources & Payroll

The New HR and Payroll system is now fully embedded and providing key information to the management team. The online timesheets are fully active and the system automates functions such as casual holiday pay, absence records and annual leave entitlement.

The next stage is to develop the automated clocking in and out to drive further efficiencies. Other future projects are to look at improvements in the use of the Bradford Factor absence reporting process via bespoke reports.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

Recruitment continued to be problematic, however with the help of a weekly focus group, various measures were implemented such as an increase in pay, over and above the cost-of-living increase, to attract new candidates such as Swimming Teachers and Duty Managers.

Facilities management

The focus of the facilities team throughout 2022-23 continued to be:

- To reduce energy costs by utilising technology and sharing best practice
- To complete a regular, thorough audit programme
- To review and update company policies
- To look at reducing the carbon footprint and improving sustainability across the organisation.

The introduction of Combined Heat and Power Units at Bletchley, Furzefield and Bushey Grove leisure centres continued to deliver utility cost savings. A CHP unit has now been installed at The Venue.

Financial review

Financial position

The results for the year are set out in the financial statements.

Total income, before interest on the defined benefit pension scheme was £16,864,801 (2022: £15,570,235). The surplus for the financial year, before the pension adjustment, was £1,470 (2022: £77,982).

The pension adjustment was a positive movement of £630,000 (2022: £1,949,000), which resulted in a positive net movement in funds of £631,470 (2022: £2,026,982). As set out in Note 10, the defined benefit pension scheme has an actuarially determined surplus of £1,737,000 as at 31 March 2023. This asset is not being recognised in the financial statements as it is not clear whether the surplus can be recovered by the company through a refund from the plan or through reduced contributions in the future.

Principal funding sources

In the leisure sector, the main source of income derives from the individual customers that are attracted to use the facilities, in competition with other fitness and leisure operators. Membership income derived from the gym, fitness classes, swimming lessons and other swimming activities.

Milton Keynes Council paid an annual management fee for the day-to-day running of the community facilities.

The Family Support Services business is wholly funded by Hertfordshire County Council management fee, under a six-year contract secured following a competitive tendering process.

InspireAll does not undertake general fundraising activities on its own behalf and does not employ professional fund-raisers or commercial participators. As a consequence, InspireAll was not subject to an undertaking to be bound by any voluntary or statutory schemes for regulating or monitoring fundraising.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

Reserves policy

At the end of the financial year, the Trust held negative unrestricted reserves (excluding retirement benefit obligations) of £406,637 (2022: £451,107) and a cash balance of £3,838,802 (2022: £4,009,679). The current deficit position is a direct impact of Covid. As the business continues to rebuild, the aim is to fully recover the deficit over the next 1 to 2 years and maintain a reserve fund of between £500K and £1m moving forward.

The defined benefit pension fund obligation, currently in surplus, is monitored closely but is not seen as an immediate threat to the day-to-day business of the Trust.

Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Trust has adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal risks and uncertainties

Whilst swimming participation exceeds pre-Covid levels, some other activities have yet to recover fully. The principal uncertainty, therefore, surrounds the ability to successfully grow and service the demand.

Part of the challenge is the ability to recruit and retain sufficient high-quality staff. There are two issues: Finding suitable candidates, and being able to offer rates of pay that are attractive to attract and retain the best employees.

The Family Support Services income stream is contractually secure, although the range and standard of service that the contract requires must, of course, be maintained.

Future plans

The focus is very much on trying to improve what is already managed and ensure that operating surpluses can be generated to allow reinvestment into the facilities.

Having undertaken a significant investment programme pre-Covid, there is limited need to invest in enhancing facilities over the next few years, though maintenance issues are growing in importance as the buildings age.

An important piece of work this year is the re-tendering of the Family Support Services contract.

Structure, governance and management

Governing document and charity constitution

The Trust and the group are registered as a charitable company (number 1093653) limited by guarantee and were set up by a Memorandum of Association on 1 December 2003.

The Memorandum and Articles of Association were revised in 2006 to accommodate the addition of children's centres (now termed "family centres") to the portfolio. The Memorandum and Articles of Association were further revised at the AGM in 2016 to remove non-Trustees as Members of the Company. The Members are the guarantors of the Charitable company and each has undertaken to contribute such amount as may be required (but not exceeding £1 each) to the Charitable Company's assets if it should be wound up while he or she is a Member or within one year after he or she should cease to be a Member, for payment of the Charitable company's debts and liabilities contracted before he or she ceased to be a Member, and of the costs, charges and expenses of the winding up, and for the adjustments of the rights of the contributors among themselves.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

The Charity is required to have between three and eleven Trustees. They are the Trustees of InspireAll in accordance with the Charities Act 2011 and they are also Directors in accordance with the Companies Act 2006. At the end of the financial year the number stood at six.

Recruitment and appointment of new trustees

The Board is continually seeking to recruit new Trustees to achieve a breadth of experience and skills. Vacancies are advertised as necessary, with suitable candidates initially meeting the Chair and Chief Executive to explore the opportunity. Candidates are then invited to attend two Board meetings as observers, prior to possible appointment.

Induction and training of new trustees

Many Trustees are users of the facilities, so often come to the business with their experience as customers. All new Trustees are encouraged to spend time with managers in various locations, to gain further insight into the business. A Trustee guidebook provides a handy guide to the business and Trustees' responsibilities.

Organisational structure and decision making

The Board of Trustees meets at least quarterly and has delegated the responsibility for administering the Charity to a management team that has been formed jointly with SLL:

Natalie Palmer	Chief Executive Officer
Liz Applin	Head of Family Centres
Lee Medlock	Head of Operations
Adrian Hill	Head of IT
Donna Radics	Head of HR
Martin Smith	Head of Facilities

In addition to the Board Meetings, there are regular meetings of the Finance and Development, HR, and more recently Sales and Marketing committees. These committees allow Trustees with relevant experience to engage proactively with the business.

The current Board offers professional expertise encompassing finance, customer relations, law, food & beverage, marketing, HR and energy. In addition to the general management experience of operating at senior levels in their respective professions.

Structure, governance and management

None of the three Local Authorities presently served by InspireAll (HBC, MKC and HCC) nominate people for consideration by the Trustees.

Cooperation with other organisations

InspireAll operates independently, but occupies buildings owned by HBC, MKC, and HCC.

The Family Support Services team works in co-operation with Hertfordshire Community Trust, Barnardo's and One YMCA.

InspireAll and Stevenage Leisure Limited (SLL) have pooled their head office functions in order to achieve economies of scale and improved support.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023**

Strategic report

Risk management

The Board and the Finance & Development Committee review monthly management accounts, re-forecasts and Key Performance Indicators at each meeting. The Risk Register is formally reviewed at Board level and updated accordingly.

EVENTS SINCE THE END OF THE YEAR

On a positive note, trading has continued to recover with overall income levels exceeding expectations in 2023-24. The swimming lesson programme has gone from strength to strength and gym member numbers are steadily increasing each month.

InspireAll are starting to reap the rewards of the significant investment undertaken prior to the COVID-19 pandemic. The repayment of the HBC loan continues in line with the planned schedule.

A full review of the rates of pay was undertaken in April 2023 and InspireAll were proud to award a minimum pay increase of 5% across all roles.

Statement of trustees' responsibilities

The trustees (who are also the directors of Inspireall Leisure and Family Support Services for the purposes of company law) are responsible for preparing the Report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2023

Strategic report

Auditors

The auditors, Menzies LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

InspireAll uses its auditors to help prepare the Financial Statements. to safeguard auditor objectivity and independence, InspireAll request that a member of staff separate to the audit team is used to prepare the statutory accounts.

Report of the trustees, incorporating a Strategic report, approved by order of the board of trustees, as the company directors, on.....and signed on the board's behalf by:

.....
C N Warne - Trustee

Opinion

We have audited the financial statements of Inspireall Leisure and Family Support Services (the 'charitable company') for the year ended 31st March 2023 which comprise the Statement of financial activities, the Statement of financial position, the Statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Report of the independent auditors thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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

As explained more fully in the Statement of trustees' responsibilities, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our 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 a Report of the independent auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory framework applicable to the charity and the sector in which they operate. We determined that the following laws and regulations were most significant: the Companies Act 2006 and the Charities Act 2011.

- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks by making inquiries to the management. We corroborated our inquiries through our review of board minutes and papers provided by those charged with governance.

- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team include:

- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
- understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
- challenging assumptions and judgments made by management in its significant accounting estimates;
- identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and
- assessing the extent of compliance with the relevant laws and regulations.

- We have reviewed the financial statements and considered whether they are consistent with our understanding of the entity or indicate a previously unrecognised risk of material misstatement that could be due to fraud.

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. This description forms part of our Report of the Independent Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

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. 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 auditors' 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.

M R Hubbocks FCA (Senior Statutory Auditor)
for and on behalf of Menzies LLP
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP

Date:

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31ST MARCH 2023

		2023 Total funds £	2022 Total funds £
	Notes		
INCOME AND ENDOWMENTS FROM			
Income from charitable activities	3	15,947,973	14,868,712
Retail income	4	916,828	559,843
Other income	5	301,000	361,680
Total		17,165,801	15,790,235
 EXPENDITURE ON			
Goods for resale		468,490	283,274
Charitable activities	6		
Operation of leisure facilities		11,619,935	10,170,843
Family centres		4,487,365	4,379,351
Support costs		588,541	878,785
Total		17,164,331	15,712,253
 NET INCOME/(EXPENDITURE)		1,470	77,982
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes		630,000	1,949,000
Net movement in funds		631,470	2,026,982
 RECONCILIATION OF FUNDS			
Total funds brought forward		(1,038,107)	(3,065,089)
 TOTAL FUNDS CARRIED FORWARD		(406,637)	(1,038,107)
 CONTINUING OPERATIONS			
All income and expenditure has arisen from continuing activities.			

The notes form part of these financial statements

STATEMENT OF FINANCIAL POSITION
31ST MARCH 2023

	Notes	2023 Total funds £	2022 Total funds £
FIXED ASSETS			
Tangible assets	13	3,741,010	4,333,962
CURRENT ASSETS			
Stocks	14	70,941	44,415
Debtors	15	746,699	556,626
Cash at bank		<u>3,838,802</u>	<u>4,009,679</u>
		4,656,442	4,610,720
CREDITORS			
Amounts falling due within one year	16	(5,028,800)	(5,076,613)
NET CURRENT ASSETS		<u>(372,358)</u>	<u>(465,893)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		3,368,652	3,868,069
CREDITORS			
Amounts falling due after more than one year	17	(3,775,289)	(4,319,176)
PENSION LIABILITY	20	-	(587,000)
NET ASSETS		<u>(406,637)</u>	<u>(1,038,107)</u>
FUNDS	19		
Unrestricted funds		<u>(406,637)</u>	<u>(1,038,107)</u>
TOTAL FUNDS		<u>(406,637)</u>	<u>(1,038,107)</u>

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

.....
C N Warne - Trustee

The notes form part of these financial statements

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2023**

	2023 £	2022 £
Cash flows from operating activities		
Net income for the reporting period	1,470	77,982
Depreciation charges	1,250,392	1,222,216
Impairment	-	1
Increase in stocks	(26,526)	(20,131)
(Increase)/decrease in debtors	(190,073)	241,668
(Decrease)/increase in creditors	(63,700)	327,832
Current service cost	109,000	128,000
Interest cost on defined benefit obligation	317,000	269,000
Contributions by employer	(82,000)	(80,000)
Interest income on plan assets	(301,000)	(220,000)
Net cash provided by operating activities	1,014,563	1,946,568
Cash flows from investing activities		
Purchase of tangible fixed assets	(657,440)	(220,858)
Net cash used in investing activities	(657,440)	(220,858)
Cash flows from financing activities		
Loan repayments in year	(528,000)	-
Net cash (used in)/provided by financing activities	(528,000)	-
Change in cash and cash equivalents in the reporting period	(170,877)	1,725,710
Cash and cash equivalents at the beginning of the reporting period	4,009,679	2,283,969
Cash and cash equivalents at the end of the reporting period	3,838,802	4,009,679

The notes form part of these financial statements

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2023**

ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.22 £	Cash flow £	At 31.3.23 £
Net cash			
Cash at bank	4,009,679	(170,877)	3,838,802
	<u>4,009,679</u>	<u>(170,877)</u>	<u>3,838,802</u>
Debt			
Debts falling due within 1 year	(528,000)	(15,887)	(543,887)
Debts falling due after 1 year	<u>(4,319,176)</u>	<u>543,887</u>	<u>(3,775,289)</u>
	<u>(4,847,176)</u>	<u>528,000</u>	<u>(4,319,176)</u>
Total	<u><u>(837,497)</u></u>	<u><u>357,123</u></u>	<u><u>(480,374)</u></u>

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023**

1. STATUTORY INFORMATION

InspireAll Leisure and Family Support Services is a private company limited by guarantee, registered in England and Wales, as well as being a charity registered in the same jurisdiction. The charity's registered numbers and office address can be found within the reference and administrative details on page 1.

The presentation currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared on a going concern basis.

In assessing the going concern position of the charity for the year ended 31st March 2023, the trustees have considered cashflows, liquidity and business activities. As at 31st March 2023, the charity held cash reserves of £3.8 million which are available for general charitable purposes, including but not limited to funding new sites, working capital and future capital expenditure required to ensure that the facilities remain first class for users.

In making this assessment, the trustees have considered the anticipated levels of EBITDA, together with the cash flows and liquidity of the charity over the coming 12 months. Based on this assessment, the trustees currently believe that they can maintain sufficient liquidity to continue to operate within the existing facilities for the coming 12 months.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

2. ACCOUNTING POLICIES - continued**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life:

Long leasehold - over the life of the lease
 Plant and machinery - 3 to 10 years on cost
 Fixtures and fittings - 3 to 5 years on cost

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

3. INCOME FROM CHARITABLE ACTIVITIES

	2023	2022
	£	£
Operation of leisure facilities	11,067,475	10,143,853
Family centres	<u>4,880,498</u>	<u>4,724,859</u>
	<u>15,947,973</u>	<u>14,868,712</u>

4. RETAIL INCOME

	2023	2022
	£	£
Secondary sales	<u>916,828</u>	<u>559,843</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

5. OTHER INCOME

	2023	2022
	£	£
Expected return on retirement benefit assets (see note 20)	301,000	220,000
Income from CJRS claims	<u>-</u>	<u>141,680</u>
	<u>301,000</u>	<u>361,680</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 7)	Support costs (see note 8)	Totals
	£	£	£
Operation of leisure facilities	11,619,935	-	11,619,935
Family centres	4,487,365	-	4,487,365
Support costs	<u>-</u>	<u>588,541</u>	<u>588,541</u>
	<u>16,107,300</u>	<u>588,541</u>	<u>16,695,841</u>

7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2023	2022
	£	£
Staff costs	8,934,714	8,200,150
Premises expenses	2,829,864	2,123,999
Repairs and maintenance	1,247,566	1,288,528
Other costs	1,916,353	1,787,316
Depreciation	<u>1,178,803</u>	<u>1,150,265</u>
	<u>16,107,300</u>	<u>14,550,194</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

8. SUPPORT COSTS

	2023	2022
	£	£
Staff costs	525,211	562,245
Premises expenses	21,000	21,000
Repairs and maintenance	3,062	549
Other costs	(32,321)	223,040
Depreciation	<u>71,589</u>	<u>71,951</u>
	<u>588,541</u>	<u>878,785</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	1,250,392	1,222,216
Auditors' remuneration - audit services	11,082	12,500
Auditors' remuneration - other services	<u>-</u>	<u>2,000</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2023 nor for the year ended 31st March 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2023 nor for the year ended 31st March 2022.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

11. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	8,227,970	7,530,500
Social security costs	539,516	483,146
Other pension costs	375,439	479,749
Defined benefit interest cost	<u>317,000</u>	<u>269,000</u>
	<u><u>9,459,925</u></u>	<u><u>8,762,395</u></u>

The average monthly number of employees during the year was as follows:

	2023	2022
Leisure facilities	454	368
Family centre activities	150	188
Senior management and administration	<u>14</u>	<u>21</u>
	<u><u>618</u></u>	<u><u>577</u></u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	1	1
£70,001 - £80,000	-	1
£80,001 - £90,000	<u>1</u>	<u>-</u>
	<u><u>2</u></u>	<u><u>2</u></u>

Key management remuneration

Total key management personnel remuneration (including benefits) was £86,062 (2022: £74,719).

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM		
Income from charitable activities	14,868,712	14,868,712
Retail income	559,843	559,843
Other income	<u>361,680</u>	<u>361,680</u>
Total	<u>15,790,235</u>	<u>15,790,235</u>
 EXPENDITURE ON		
Goods for resale	283,274	283,274
 Charitable activities		
Operation of leisure facilities	10,170,843	10,170,843
Family centres	4,379,351	4,379,351
Support costs	<u>878,785</u>	<u>878,785</u>
Total	<u>15,712,253</u>	<u>15,712,253</u>
 NET INCOME/(EXPENDITURE)	77,982	77,982
Other recognised gains/(losses)		
Actuarial gains/(losses) on defined benefit schemes	<u>1,949,000</u>	<u>1,949,000</u>
Net movement in funds	2,026,982	2,026,982
 RECONCILIATION OF FUNDS		
Total funds brought forward	(3,065,089)	(3,065,089)
 TOTAL FUNDS CARRIED FORWARD	<u><u>(1,038,107)</u></u>	<u><u>(1,038,107)</u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

13. TANGIBLE FIXED ASSETS

	Long leasehold £	Plant and machinery £	Fixtures and fittings £	Totals £
Cost				
At 1st April 2022	840,805	8,962,291	304,788	10,107,884
Additions	<u>28,011</u>	<u>459,510</u>	<u>169,919</u>	<u>657,440</u>
At 31st March 2023	<u>868,816</u>	<u>9,421,801</u>	<u>474,707</u>	<u>10,765,324</u>
Depreciation				
At 1st April 2022	534,859	4,988,498	250,565	5,773,922
Charge for year	<u>132,489</u>	<u>907,333</u>	<u>210,570</u>	<u>1,250,392</u>
At 31st March 2023	<u>667,348</u>	<u>5,895,831</u>	<u>461,135</u>	<u>7,024,314</u>
Net book value				
At 31st March 2023	<u>201,468</u>	<u>3,525,970</u>	<u>13,572</u>	<u>3,741,010</u>
At 31st March 2022	<u>305,946</u>	<u>3,973,793</u>	<u>54,223</u>	<u>4,333,962</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

14. STOCKS

	2023	2022
	£	£
Finished goods	<u>70,941</u>	<u>44,415</u>

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	358,582	237,252
Other debtors	195,994	37,281
Prepayments and accrued income	<u>192,123</u>	<u>282,093</u>
	<u>746,699</u>	<u>556,626</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 17)	543,887	528,000
Trade creditors	997,655	716,334
VAT	315,032	368,197
Other creditors	971	5,953
Accruals and deferred income	<u>3,171,255</u>	<u>3,458,129</u>
	<u>5,028,800</u>	<u>5,076,613</u>

Deferred income has been recognised to ensure that charitable income has been accounted for in the correct financial period.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans:	4,319,176	4,847,176
Due within one year, included in current liabilities:	<u>(543,887)</u>	<u>(528,000)</u>
Bank loans due after more than one year:	<u>3,775,289</u>	<u>4,319,176</u>

The bank loans are repayable as follows:

	2023	2022
	£	£
Amounts falling due within one year:	543,887	528,000
Amounts falling between one and two years:	571,713	543,887
Amounts falling due between two and five years:	1,896,702	1,804,386
Amounts falling due later than five years:	1,306,874	1,970,903
Total	<u>4,319,176</u>	<u>4,847,176</u>

Included in secured creditors is £4,319,176 (2022: £4,847,176).

Bank loans are secured by way of a fixed and floating charge over the assets of the charity.

18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023	2022
	£	£
Within one year	123,155	148,410
Between one and five years	<u>-</u>	<u>123,155</u>
	<u>123,155</u>	<u>271,565</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

19. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	(1,635,602)	(450,589)	(2,086,191)
Family centres	1,202,773	502,241	1,705,014
96 Shenley Road	(14,917)	(2,630)	(17,547)
Bushey Community Centre	(11,090)	(35,135)	(46,225)
Herts sports	7,729	30,583	38,312
Retirement benefit obligations	<u>(587,000)</u>	<u>587,000</u>	<u>-</u>
	<u>(1,038,107)</u>	<u>631,470</u>	<u>(406,637)</u>
TOTAL FUNDS	<u>(1,038,107)</u>	<u>631,470</u>	<u>(406,637)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	11,291,712	(11,742,301)	-	(450,589)
Family centres	4,989,606	(4,487,365)	-	502,241
96 Shenley Road	459,197	(461,827)	-	(2,630)
Bushey Community Centre	47,739	(82,874)	-	(35,135)
Herts sports	76,547	(45,964)	-	30,583
Retirement benefit obligations	<u>301,000</u>	<u>(344,000)</u>	<u>630,000</u>	<u>587,000</u>
	<u>17,165,801</u>	<u>(17,164,331)</u>	<u>630,000</u>	<u>631,470</u>
TOTAL FUNDS	<u>17,165,801</u>	<u>(17,164,331)</u>	<u>630,000</u>	<u>631,470</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

19. MOVEMENT IN FUNDS - continued**Comparatives for movement in funds**

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	(1,604,723)	(30,879)	(1,635,602)
Family centres	988,373	214,400	1,202,773
96 Shenley Road	(14,917)	-	(14,917)
Bushey Community Centre	(66)	(11,024)	(11,090)
Herts sports	5,244	2,485	7,729
Retirement benefit obligations	<u>(2,439,000)</u>	<u>1,852,000</u>	<u>(587,000)</u>
TOTAL FUNDS	<u>(3,065,089)</u>	<u>2,026,982</u>	<u>(1,038,107)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	10,379,452	(10,410,331)	-	(30,879)
Family centres	4,722,760	(4,508,360)	-	214,400
96 Shenley Road	341,631	(341,631)	-	-
Bushey Community Centre	81,659	(92,683)	-	(11,024)
Herts sports	44,733	(42,248)	-	2,485
Retirement benefit obligations	<u>210,000</u>	<u>(193,000)</u>	<u>1,949,000</u>	<u>1,852,000</u>
	<u>15,790,235</u>	<u>(15,712,253)</u>	<u>1,949,000</u>	<u>2,026,982</u>
TOTAL FUNDS	<u>15,790,235</u>	<u>(15,712,253)</u>	<u>1,949,000</u>	<u>2,026,982</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

19. MOVEMENT IN FUNDS - continued

The purpose of material designated funds is as follows:

FAMILY CENTRES

This is a 6 year contract from 1st October 2018 to oversee 50% of Hertfordshire County Council's Family Support Centres. Total funding received 2022/23 was £4,989,606 (2021/22: £4,722,760).

HERTS SPORTS

Herts sports is the funding of a sports development officer for the Hertfordshire area. The officer coordinates programs to get people more active and to live healthier lifestyles.

96 SHENLEY ROAD

96 Shenley Road is managed by InspireAll on behalf of Hertfordshire County Council. The building is a multi-purpose facility including library, meeting rooms, performance facilities and cafe. Any surpluses are repayable to HCC and any deficits underwritten by HCC.

20. EMPLOYEE BENEFIT OBLIGATIONS

The group operates a defined benefit pension scheme.

The amounts recognised in the Statement of financial position are as follows:

	Defined benefit pension plans	
	2023	2022
	£	£
Present value of funded obligations	(8,977,000)	(11,823,000)
Fair value of plan assets	<u>10,714,000</u>	<u>11,236,000</u>
	1,737,000	(587,000)
Present value of unfunded obligations	<u>-</u>	<u>-</u>
Surplus not recognised	<u>(1,737,000)</u>	<u>-</u>
Net surplus / (liability)	<u><u>-</u></u>	<u><u>(587,000)</u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

20. EMPLOYEE BENEFIT OBLIGATIONS - continued

The amounts recognised in the Statement of financial activities are as follows:

	Defined benefit pension plans	
	2023	2022
	£	£
Current service cost	109,000	128,000
Net interest from net defined benefit asset/liability	16,000	49,000
Past service cost	<u>-</u>	<u>-</u>
	<u>125,000</u>	<u>177,000</u>
Actual return on plan assets	<u>(362,000)</u>	<u>305,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2023	2022
	£	£
Opening defined benefit obligation	11,823,000	13,523,000
Current service cost	109,000	128,000
Contributions by scheme participants	17,000	17,000
Interest cost	317,000	269,000
Actuarial losses/(gains)	(3,030,000)	(1,864,000)
Benefits paid	<u>(259,000)</u>	<u>(250,000)</u>
	<u>8,977,000</u>	<u>11,823,000</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

20. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2023	2022
	£	£
Opening fair value of scheme assets	11,236,000	11,084,000
Contributions by employer	82,000	80,000
Contributions by scheme participants	17,000	17,000
Expected return	301,000	220,000
Actuarial gains/(losses)	(663,000)	85,000
Benefits paid	<u>(259,000)</u>	<u>(250,000)</u>
	<u>10,714,000</u>	<u>11,236,000</u>

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	2023	2022
	£	£
Actuarial gains/(losses)	2,367,000	1,949,000
Surplus not recognised	<u>(1,737,000)</u>	<u>-</u>
	<u>630,000</u>	<u>1,949,000</u>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	2023	2022
Equities	52%	55%
Bonds	21%	25%
Property	14%	13%
Cash	<u>13%</u>	<u>7%</u>
	<u>100%</u>	<u>100%</u>

Principal actuarial assumptions at the Statement of financial position date (expressed as weighted averages):

	2023	2022
Discount rate	4.75%	2.70%
Future salary increases	3.45%	3.50%
Future pension increases	2.95%	3.10%

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2023

20. EMPLOYEE BENEFIT OBLIGATIONS - continued

Defined benefit pension scheme

The defined benefit plan assets exceeded the pension scheme obligations giving rise to a surplus of £1,737,000 as at the 31st of March 2023 however in accordance with FRS 102 Section 28.22 the surplus has been derecognised.

Defined contribution scheme

The charity operates a defined contribution pension scheme. The assets of the schemes are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the funds and amounted to £266,439 (2022: £351,749).

21. CONTINGENT LIABILITIES

The charity issued a performance bond of £100,000 to Milton Keynes Council on 1 November 2009 which is valid for 15 years in relation to the charitable company's contract with the Council. The charity has undertaken to reimburse RBS for any amount called under this guarantee and has given RBS a charge over a deposit totalling £50,000.

22. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2023 (2022: none).

Accounts

REGISTERED COMPANY NUMBER: 04343347 (England and Wales)
REGISTERED CHARITY NUMBER: 1093653

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022**

FOR

**INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(A COMPANY LIMITED BY GUARANTEE)**

**Wags LLP t/a Wagstaffs
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP**

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

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FOR THE YEAR ENDED 31ST MARCH 2022**

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INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31ST MARCH 2022**

Trustees	C N Warne - Chairman M F Barnett (resigned 1/4/21) M Gibson A R Jacobson A J Keating K J O'Malley (resigned 1/4/21) A M Sinclair S T Q Williams
Registered office	The Venue Elstree Way Borehamwood Hertfordshire WD6 1JY
Registered company number	04343347 (England and Wales)
Registered charity number	1093653
Auditors	Wags LLP t/a Wagstaffs Chartered Accountants and Statutory Auditors Richmond House Walkern Road Stevenage Hertfordshire SG1 3QP
Chief executive	R W Allan

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2022

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the group for the year ended 31st March 2022. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Policies and objectives

The principal activities are those encompassed within the Memorandum of Association, which principally involve managing leisure and family support centres.

InspireAll Leisure & Family Support Services (InspireAll) exists to promote and preserve good health, wellbeing and more active lifestyles for the communities it serves. Specifically, it provides leisure services to the residents of Hertsmere (HBC) and Milton Keynes (MKC). In addition, through contracts with Hertfordshire County Council (HCC), the Charity provides "family centre" services to the boroughs and districts of Hertsmere, Three Rivers, St Albans, Watford and Dacorum. This entails being the lead agency in supporting work with children aged pre-birth to 11 years old in these areas and requires the provision of staff and expertise.

The leisure sector is highly competitive, with budget gyms at one end of the price spectrum and expensive clubs at the other. InspireAll's role in this sector is to deliver services on behalf of Local Authorities and, as such, seek to appeal to as wide a spectrum of customers as possible. A pricing policy is in place that aims to make the facilities accessible and affordable, yet generates sufficient surplus to allow investment in keeping facilities and equipment up-to-date.

Who used and benefited from our services

The leisure side of the business manages four major leisure centres, plus community centres, pavilions and a theatre. The facilities are used by individuals, groups and clubs, with a wide range of activities on offer that allow individuals of all ages to participate at the level and intensity that suits their personal need and ability. Every centre is open to all, either on a membership or "pay-as-you-go" basis and a concessionary pricing scheme is operated within each contract to encourage participation and, whenever possible, remove barriers to following a healthy lifestyle.

The provision of Family Support Services, on behalf of HCC, has grown to become a significant part of the business. The current six-year contract, which commenced on 1st October 2018, sees InspireAll managing 35 Family Centres in the boroughs of Hertsmere, Dacorum, Watford, Three Rivers, and St Albans. In these areas, the aim is to establish contact with every new parent and offer them a range of services - advice, classes, one-to-one assistance - that can help them with parenting, assist them to lead healthy lives, give children the best start in life and allow them to reach their full potential. The service unifies family centre staff, health visitors and school nursing under a single umbrella, offering a joined-up service that allows easy access.

Public benefit

The Board of Trustees confirm that they have complied with the duties of Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

InspireAll has referred to the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning its future activities.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2022**

Achievement and performance

Strategic Review of activities 2021-22

The financial year started with the majority of the facilities closed due to Covid-19 restrictions. There was then a staggered easing of restrictions until the summer and then a long recovery until early December 2021, when the Omicron variant of Covid caused a very difficult period over the winter months. Government funding during the year was limited to some small grants and furlough payments, claimable until September 2021.

By March 2022, InspireAll had returned to a sense of normality, though there were legacy issues caused by the pandemic that made the recovery more difficult than initially expected.

A key challenge was to control costs in line with customer demand, for example by closely monitoring the uptake of the various classes. As an example, uptake on indoor cycling classes was significantly below pre-Covid levels (many people perhaps having got used to doing classes online), so the timetable was restructured. Swimming, on the other hand, came back strongly, there being few alternatives to using a public pool and it perhaps being perceived as less risky from a Covid perspective.

The marketing activity helped to rebuild all areas of the facilities. A number of membership campaigns were created throughout the year, with key messages around safety, community, coming together and health over fitness. As a result, membership grew 18% over the twelve months.

Recruitment has proved to be one of the biggest challenges since reopening, hampering growth plans. For example, whilst the swim income has recovered strongly, it could have been even better but for a shortage of swim teachers.

Despite the turbulent year and financial challenges, InspireAll continued to provide services that underlined its charitable ethos, including:

- Offering free memberships to those being housed in YMCA accommodation in Milton Keynes, in order to encourage them to exercise, improve their mental health and confidence and find their feet again.
- Donating prizes of memberships and free swims/parties to local charities for their fund raising events within Hertsmere.
- Via our outdoor events team, supporting local organisations in running outdoor events and celebrations, either by providing staff and resources, donating/loaning equipment, or ensuring policies and procedures were accurate and sufficient. The team also supported the friends of the parks groups, HBC departments and the Bushey Festival.
- Easter Eggs, Movies, and Fun in the Parks all took place across the three key locations of Potters Bar, Borehamwood, and Bushey. Over 11,000 people attended these free events.
- The Health Hubs secured funding to deliver a new hub at Bushey Grove and to continue operating those at Wyllyotts and 96 Shenley Road. These supported the public throughout the period of Covid-19.
- Wyllyotts Theatre was used as a vaccination centre throughout and was also open for the blood transfusion service sessions when everything else was closed. Wyllyotts also provided a base for the hot meals service in the school holidays.
- Bushey Leisure Centre and Furzefield Leisure Centre were both mobile Covid testing sites.
- Free swimming sessions were provided for the Afghan refugees in temporary accommodation at Bushey Grove, in partnership with HCC.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2022

Contract reviews

The strategy within each of the contracts was to:

- Remain Covid compliant against the rules set by the Government and national governing bodies.
- Reopen facilities as soon as permitted.
- Regrow attendances as quickly as possible.
- Maintain a tight control of costs.

The contract operations were supported by strong sales and marketing activity, with the focus in the early part of the year on rebuilding membership numbers. Messaging initially focused on reassuring customers that the facilities offered a safe environment. At the start of 2022, the marketing activity returned to a pre-pandemic normal, with a wide range of activities being promoted, including group fitness, swimming sessions, children's activities and holiday sessions.

Hertsmere Borough Council Contract

Attendances reached 808,055 for the year, around 12.5% down when compared to pre-pandemic levels. Particular success was achieved in the rapid growth of swimming lessons and sessions for older adults. Gym membership and attendances were slower to recover, with membership ending the year 29% below March 2020. Membership yield increased and helped lessen this impact.

Wyllyotts Theatre hosted a pantomime for a prudently shortened run and, despite Omicron causing difficulties across the industry, all shows proceeded without incident.

Funding has been agreed with HBC to continue to operate the Healthy Hubs in the three major towns in Hertsmere until March 2024.

Milton Keynes Council Contract

This Contract went through a significant period of change during 2021-22, with seven of the community sites being handed back to the local parishes in November 2021. This reduced InspireAll's long-term liabilities and will help make the contract more financially viable.

Work then started on improving the finances of the remaining sites. Grounds maintenance costs were reduced by 50% for the remaining sites, rental payments for the two main hirers at Tattenhoe Sports Pavilion increased to more realistic levels, whilst improvements were made in respect of the cleaning and maintenance regimes.

Capital investments were made at Bletchley Leisure Centre to ensure major Health and Safety works were completed, including Building Management System repairs and light replacements on the poolside with low voltage LED lights.

Activities that had not returned since lockdown were steadily reintroduced, including public swimming alongside lessons, children's parties, after-school clubs and holiday clubs. This phased approach ensured costs were controlled in line with income.

Attendance at swimming lessons and casual swim sessions returned to pre-pandemic levels, but memberships remained 22% behind 2019-20 figures.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Hertfordshire County Council Contracts

96 Shenley Road continued to offer services through their partner organisations as permitted by the Covid guidance at the time, with the Library, Youth Services and Museum, all working together on their approach to support a return to normal working.

Community and events activities returned in the summer of 2021, with the public enjoying films in the park and fun days once again. Due to the outdoor nature of these activities attendances were high and the effort put into these was very well received.

All the facilities supported the roll-out of vaccinations and testing through the year, to support the NHS and the local council.

Family Support Services Contract

2021-22 was one of the toughest years that families living in Hertfordshire have faced. InspireAll's Family Support Services (FSS) team worked tirelessly to ensure that families were supported, despite the challenging operating environment, and continued to rapidly adapt the service in response to every evolving Covid restriction. As soon as practical, services returned to face-to-face delivery from Family Centres and community venues and when providing targeted family support in homes.

The year saw a change of commissioners and a consequent changed approach to reporting and monitoring. There was a more contractual approach, requiring more detailed action plans and report writing, with a move away from targeted services towards more universal services. The FSS team embraced the changes and ensured all actions were completed on time and to an exceptional standard, which has helped to build a good rapport and trust with the new commissioners.

The Family Centres secured additional funding from HCC to provide a number of additional services for families. These services included the provision of parent drop-in sessions, known as Parent Cafes, which are aimed at parents who are pregnant, or who have had babies during the pandemic. The Parent Cafes have given families opportunities to meet the FSS team, register with the service and understand what is on offer, as well as meet other parents. Since October 2021, over 900 families have accessed Parent Cafes across West and South Hertfordshire. A second round of funding has enabled the expansion of the universal and learning sessions, which have been well attended and positively evaluated by local families.

Improvements were made to the IT infrastructure and systems, facilitating more mobile working and faster, more efficient operations at the more remote facilities.

Other activities

Human Resources (HR) & Payroll

A new HR & Payroll system went live in March 2022. This will enable closer monitoring of time and attendance, give better management reports and reduce manual input time and human error.

Like most leisure and hospitality companies, InspireAll have struggled to fill vacancies on a regular basis, which has led to staff shortages at most sites. In order to try and overcome these issues, the HR team have been working with service providers on a range of actions to attract and retain candidates, including reviewing our processes, making better use of social media and using government initiatives such as the KickStart Scheme.

The employee benefits package has also been enhanced, allowing employees to use the facilities for free and implementing an Employee Assistance Programme, a health cash plan and a retail discount scheme.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2022

Facilities management

The focus of the facilities team throughout 2021-22 was to:

- Ensure Covid compliance.
- Reduce energy costs by utilising technology and sharing best practice.
- Restart the audit programme.
- Look at reducing the carbon footprint and improving sustainability across the organisation.

The introduction of Combined Heat and Power Units at Bletchley, Furzeffield and Bushey Grove leisure centres has delivered significant utility cost savings and also a marked reduction in the carbon footprint of the facilities.

All sites were issued with best practice guidance on how to reduce utility costs, contributing to the drop in consumption.

These measures helped to mitigate the significant increase in gas and electricity prices. Regrettably, this increase was made worse by InspireAll's energy brokers performing poorly, missing the opportunity to purchase power and gas whilst the prices were at their lowest.

Financial position

The results for the year are set out in the financial statements.

Total income, before interest on the Defined Benefit Pension Scheme (DBPS) and the funding received from the Coronavirus Job Retention Scheme, was £15,428,555 (2021: £8,914,285). The surplus for the financial year, before the pension adjustment, was £77,982 (2021: £2,187,589 deficit).

The pension adjustment was a positive movement of £1,949,000 (2021: £1,191,000 negative adjustment), which resulted in a positive net movement in funds of £1,852,000 (2021: £1,174,000 negative movement).

Principal funding sources

In the leisure sector, the main source of income derives from the individual customers that are attracted to use the facilities, in competition with other fitness and leisure operators. Membership income derived from the gym, fitness classes, swimming lessons and other swimming activities are the key income sources.

Exceptional income was received in the financial year for continued support following the pandemic, including Arts and Cultural funding for Wyllotts Theatre, National Leisure Recovery Fund and Restart grants.

MKC paid an annual management fee for the day-to-day running of several community facilities.

The Family Support Services business is wholly funded by HCC Management Fee, under a six-year contract which was secured following a competitive tendering process.

InspireAll does not undertake general fundraising activities on its own behalf and does not employ professional fund-raisers or commercial participators. As a consequence, InspireAll was not subject to an undertaking to be bound by any voluntary or statutory schemes for regulating or monitoring fundraising.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2022**

Reserves policy

At the end of the financial year, the Trust held negative unrestricted reserves (excluding retirement benefit obligations) of £451,107 (2021: £626,089) and a cash balance of £4,009,679 (2021: £2,283,969). The current deficit position is a direct impact of the pandemic. As the business continues to rebuild and stabilise, the aim is to fully recover the deficit over the next 1 to 2 years and maintain a reserve fund of between £500K and £1m moving forward.

The DBPS fund obligation is monitored closely but is not seen as an immediate threat to the day-to-day business of the Trust.

Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Trust has adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal risks and uncertainties

Whilst swimming has returned to pre-Covid levels (indeed, there is demand that cannot be met, due to a dearth of swim teachers) many other activities have yet to recover fully. The principal uncertainty, therefore, surrounds the ability to successfully grow and service the demand.

Part of the challenge is the ability to recruit and retain sufficient high quality staff. There are two issues: Finding suitable candidates, and being able to offer rates of pay that are attractive to attract and retain the best teachers. Many InspireAll teachers have left to work for competitors who offer higher pay rates, thus compounding the problem.

The FSS income stream is contractually secure, although the range and standard of service that the contract requires must, of course, be maintained.

Future plans

The focus is very much on trying to improve what is already managed and, at the very least, return the business to pre-Covid levels of activity. This includes addressing the underperformance of specific areas, such as catering, the climbing facility and the two health spas.

Having undertaken a significant investment program pre-Covid, there is limited need to invest in enhancing facilities over the next few years, though maintenance issues are growing in importance as the buildings age. However, the gym at The Venue will be completely refurbished and re-equipped in the summer of 2022, to cope with competition from a new gym opening in the town, and the opportunity taken to resolve the long-standing problems with the air-conditioning in the building.

It will also be timely to review our working relationship with Stevenage Leisure Ltd (SLL). InspireAll and SLL share a senior management team, which has proved particularly beneficial in the areas of IT, HR and Health & Safety, but it would be appropriate to review how this relationship might evolve in the future, not least with SLL having to re-tender two significant contracts before the end of 2022.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2022

Structure, governance and management

Governing document and charity constitution

The Trust and the Group are registered as a charitable company (number 1093653) limited by guarantee and were set up by a Memorandum of Association on 1 December 2003.

The Memorandum and Articles of Association were revised in 2006 to accommodate the addition of children's centres (now termed "family centres") to the portfolio. The Memorandum and Articles of Association were further revised at the AGM in 2016 to remove non-Trustees as Members of the Company.

The Members are the guarantors of the Charitable company and each has undertaken to contribute such amount as may be required (but not exceeding £1 each) to the Charitable Company's assets if it should be wound up while he or she is a Member or within one year after he or she should cease to be a Member, for payment of the Charitable Company's debts and liabilities contracted before he or she ceased to be a Member, and of the costs, charges and expenses of the winding up, and for the adjustments of the rights of the contributors among themselves.

The Charity is required to have between three and eleven Trustees. They are the Trustees of InspireAll in accordance with the Charities Act 2011 and they are also Directors in accordance with the Companies Act 2006. At the end of the financial year the number stood at six.

Recruitment and appointment of new Trustees

The Board is continually seeking to recruit new Trustees to achieve a breadth of experience and skills. Vacancies are advertised as necessary, with suitable candidates initially meeting the Chair and Chief Executive to explore the opportunity. Candidates are then invited to attend two Board meetings as observers, prior to possible appointment.

Induction and training of new Trustees

Many Trustees are users of the facilities, so often come to the business with their experience as customers. All new Trustees are encouraged to spend time with managers in various locations, to gain further insight into the business. A Trustee guidebook provides a handy guide to the business and Trustees' responsibilities.

Organisational structure and decision making

The Board of Trustees meets at least quarterly and has delegated the responsibility for administering the Charity to a management team that has been formed jointly with SLL:

Richard Allan	Chief Executive Officer
Natalie Palmer	Head of Finance
Liz Applin	Head of Family Centres
Lee Medlock	Head of Operations
Adrian Hill	Head of IT
Donna Radics	Head of HR
Martin Smith	Head of Facilities

In addition to the Board Meetings, there are regular meetings of the Finance and Development, HR, and more recently Sales and Marketing committees. These committees allow Trustees with relevant experience to engage proactively with the business.

The current Board offers professional expertise encompassing finance, customer relations, law, food & beverage, marketing, HR and energy. In addition to the general management experience of operating at senior levels in their respective professions.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31st MARCH 2022

None of the three Local Authorities presently served by InspireAll (HBC, MKC and HCC) nominate people for consideration by the Trustees.

Cooperation with other organisations

InspireAll operates independently, but occupies buildings owned by HBC, MKC, and HCC

The FSS team works in co-operation with Hertfordshire Community Trust, Barnardo's and One YMCA.

InspireAll and Stevenage Leisure Limited (SLL) have pooled their head office functions in order to achieve economies of scale and improved support.

Risk management

The Board and the Finance & Development Committee review monthly management accounts, re-forecasts and Key Performance Indicators at each meeting. The Trust's Risk Register is formally reviewed at Board level and updated accordingly.

Events since the end of the year

On a positive note, trading has continued to recover, albeit slowly. The gym refurbishment at The Venue was delivered on time and budget and is delivering some uplift, despite the increased competition locally. Repayment of the HBC loan commenced on schedule. On a negative note, recruitment has continued to prove difficult and high inflation poses a new challenge. Meanwhile, a recession is widely predicted, from which the leisure sector cannot expect to be immune.

Statement of trustees' responsibilities

The Trustees (who are also the Directors of InspireAll Leisure and Family Support Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company for that period. In preparing those financial statements, the trustees are required to

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

The trustees are responsible for keeping proper accounting records, which 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.

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

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

Auditors

The Auditors, Wags LLP t/a Wagstaffs, will be proposed for re-appointment at the forthcoming Annual General Meeting.

InspireAll uses its auditors to help prepare the financial statements. To safeguard auditor objectivity and independence, InspireAll request that a member of staff separate to the audit team is used to prepare the statutory accounts.

Report of the Trustees, incorporating a Strategic Report, approved by order of the Board of Trustees, as the Company Directors, on *31 December 2022* and signed on the Board's behalf by:


.....

C N Warne – Chair

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

Opinion

We have audited the financial statements of InspireAll Leisure and Family Support Services (the 'charitable company') for the year ended 31st March 2022 which comprise the Statement of financial activities, the Statement of financial position, the Statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Report of the independent auditors thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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

As explained more fully in the Statement of trustees' responsibilities, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

Our 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 a Report of the independent auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory framework applicable to the charity and the sector in which they operate. We determined that the following laws and regulations were most significant: the Companies Act 2006 and the Charities Act 2011.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks by making inquiries to the management. We corroborated our inquiries through our review of board minutes and papers provided by those charged with governance.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team include:
 - identifying and assessing the design effectiveness of the controls that management has in place to prevent and detect fraud;
 - understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - challenging assumptions and judgments made by management in its significant accounting estimates;
 - identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and
 - assessing the extent of compliance with the relevant laws and regulations.
- We have reviewed the financial statements and considered whether they are consistent with our understanding of the entity or indicate a previously unrecognised risk of material misstatement that could be due to fraud.

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. This description forms part of our Report of the Independent Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

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. 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 auditors' 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.



M R Hubbocks FCA (Senior Statutory Auditor)
for and on behalf of Wags LLP t/a Wagstaffs
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP

Date: 2nd December 2022

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31st MARCH 2022**

	Notes	Unrestricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM				
Income from charitable activities	3	14,868,712	14,868,712	8,849,871
Retail income	4	559,843	559,843	64,414
Other income	5	361,680	361,680	2,192,125
Total		15,790,235	15,790,235	11,106,410
EXPENDITURE ON				
Goods for resale		283,274	283,274	40,831
Charitable activities	6			
Operation of leisure facilities		10,170,843	10,170,843	8,265,678
Children's and family centres		4,379,351	4,379,351	4,278,243
Support costs		878,785	878,785	709,247
Total		15,712,253	15,712,253	13,293,999
NET INCOME/(EXPENDITURE)		77,982	77,982	(2,187,589)
Other recognised gains/(losses)				
Actuarial gains/(losses) on defined benefit schemes		1,949,000	1,949,000	(1,191,000)
Net movement in funds		2,026,982	2,026,982	(3,378,589)
RECONCILIATION OF FUNDS				
Total funds brought forward		(3,065,089)	(3,065,089)	313,500
TOTAL FUNDS CARRIED FORWARD		(1,038,107)	(1,038,107)	(3,065,089)

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

STATEMENT OF FINANCIAL POSITION
31st MARCH 2022

	Notes	Unrestricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS				
Tangible assets	13	4,333,962	4,333,962	5,335,320
Investments	14		-	1
		<u>4,333,962</u>	<u>4,333,962</u>	<u>5,335,321</u>
CURRENT ASSETS				
Stocks	15	44,415	44,415	24,284
Debtors	16	556,626	556,626	798,294
Cash at bank		<u>4,009,679</u>	<u>4,009,679</u>	<u>2,283,969</u>
		<u>4,610,720</u>	<u>4,610,720</u>	<u>3,106,547</u>
CREDITORS				
Amounts falling due within one year	17	(5,076,613)	(5,076,613)	(4,220,781)
		<u>(465,893)</u>	<u>(465,893)</u>	<u>(1,114,234)</u>
NET CURRENT ASSETS				
		<u>3,868,069</u>	<u>3,868,069</u>	<u>4,221,087</u>
TOTAL ASSETS LESS CURRENT LIABILITIES				
CREDITORS				
Amounts falling due after more than one year	18	(4,319,176)	(4,319,176)	(4,847,176)
PENSION LIABILITY	21	(587,000)	(587,000)	(2,439,000)
		<u>(1,038,107)</u>	<u>(1,038,107)</u>	<u>(3,065,089)</u>
NET ASSETS				
FUNDS	20			
Unrestricted funds			<u>(1,038,107)</u>	<u>(3,065,089)</u>
TOTAL FUNDS			<u>(1,038,107)</u>	<u>(3,065,089)</u>

The financial statements were approved by the Board of Trustees and authorised for issue on *for December 2022* and were signed on its behalf by:


.....
C N Warne - Trustee

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31st MARCH 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	<u>1,946,568</u>	<u>594,448</u>
Net cash provided by operating activities		<u>1,946,568</u>	<u>594,448</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(220,858)</u>	<u>(201,081)</u>
Net cash used in investing activities		<u>(220,858)</u>	<u>(201,081)</u>
Change in cash and cash equivalents in the reporting period		1,725,710	393,367
Cash and cash equivalents at the beginning of the reporting period		<u>2,283,969</u>	<u>1,890,602</u>
Cash and cash equivalents at the end of the reporting period		<u><u>4,009,679</u></u>	<u><u>2,283,969</u></u>

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31st MARCH 2022**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of financial activities)	77,982	(2,187,589)
Adjustments for:		
Depreciation charges	1,222,216	1,419,931
Impairment	1	-
Increase in stocks	(20,131)	(487)
Decrease in debtors	241,668	1,096,274
Increase in creditors	327,832	283,319
Difference between pension charge and cash contributions	<u>97,000</u>	<u>(17,000)</u>
Net cash provided by operations	<u>1,946,568</u>	<u>594,448</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.21	Cash flow	At 31.3.22
	£	£	£
Net cash			
Cash at bank	<u>2,283,969</u>	<u>1,725,710</u>	<u>4,009,679</u>
	<u>2,283,969</u>	<u>1,725,710</u>	<u>4,009,679</u>
Debt			
Debts falling due within 1 year	-	(528,000)	(528,000)
Debts falling due after 1 year	<u>(4,847,176)</u>	<u>528,000</u>	<u>(4,319,176)</u>
	<u>(4,847,176)</u>	<u>-</u>	<u>(4,847,176)</u>
Total	<u>(2,563,207)</u>	<u>1,725,710</u>	<u>(837,497)</u>

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2022

1. STATUTORY INFORMATION

InspireAll Leisure and Family Support Services is a private company limited by guarantee, registered in England and Wales, as well as being a charity registered in the same jurisdiction. The charity's registered numbers and office address can be found within the reference and administrative details on page 1.

The presentation currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The financial statements have been prepared on a going concern basis.

In assessing the going concern position of the charity for the year ended 31st March 2022, the trustees have considered cashflows, liquidity and business activities. As at 31st March 2022, the charity held cash reserves of £4.0 million which are available for general charitable purposes, including but not limited to funding new sites, working capital and future capital expenditure required to ensure that the facilities remain first class for users.

In making this assessment, the trustees have considered the cash flows and liquidity of the charitable the coming 12 months. This assessment has taken account the current measures that have been put in place to preserve cash and reduce discretionary expenditure.

Based on these anticipated levels of EBITDA combined with the mitigating actions implemented by management, the trustees currently believe that they can maintain sufficient liquidity to continue to operate within the existing facilities for the coming 12 months.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life:

Long leasehold	- over the life of the lease
Plant and machinery	- 3 to 10 years on cost
Fixtures and fittings	- 3 to 5 years on cost

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

3. INCOME FROM CHARITABLE ACTIVITIES

	2022	2021
	£	£
Operation of leisure facilities	10,143,853	3,739,895
Children's and family centres	<u>4,724,859</u>	<u>5,109,976</u>
	<u>14,868,712</u>	<u>8,849,871</u>

4. RETAIL INCOME

	2022	2021
	£	£
Secondary sales	<u>559,843</u>	<u>64,414</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

5. OTHER INCOME

	2022	2021
	£	£
Expected return on retirement benefit assets	220,000	210,000
Income from CJRS claims	141,680	1,982,125
	<u>361,680</u>	<u>2,192,125</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 7) £	Support costs (see note 8) £	Totals £
Operation of leisure facilities	10,170,843	-	10,170,843
Children's and family centres	4,379,351	-	4,379,351
Support costs	-	878,785	878,785
	<u>14,550,194</u>	<u>878,785</u>	<u>15,428,979</u>

7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2022	2021
	£	£
Staff costs	8,200,150	7,836,279
Premises expenses	2,123,999	1,194,862
Repairs and maintenance	1,288,464	919,528
Other costs	1,787,316	1,233,855
Depreciation	1,150,265	1,359,397
	<u>14,550,194</u>	<u>12,543,921</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

8. SUPPORT COSTS

	2022	2021
	£	£
Staff costs	562,245	485,903
Premises expenses	21,000	21,000
Repairs and maintenance	549	2,710
Other costs	223,040	139,100
Depreciation	<u>71,951</u>	<u>60,534</u>
	<u>878,785</u>	<u>709,247</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	1,222,216	1,419,931
Auditors' remuneration - audit services	12,500	12,500
Auditors' remuneration - other services	<u>2,000</u>	<u>2,000</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

11. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	7,610,500	7,337,586
Social security costs	483,146	477,867
Other pension costs	668,749	506,729
	<u>8,762,395</u>	<u>8,322,182</u>

The average monthly number of employees during the year was as follows:

	2022	2021
Leisure activities	368	419
Family support activities	188	195
Senior management and administration	<u>21</u>	<u>18</u>
	<u>577</u>	<u>632</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	1	1
£70,001 - £80,000	1	-
£120,001 - £130,000	<u>-</u>	<u>1</u>
	<u>2</u>	<u>2</u>

Key management remuneration

Total key management personnel remuneration (including benefits) was £74,719 (2021: £125,078).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Income from charitable activities	8,849,871	-	8,849,871
Retail income	64,414	-	64,414
Other income	<u>2,192,125</u>	<u>-</u>	<u>2,192,125</u>
Total	<u>11,106,410</u>	<u>-</u>	<u>11,106,410</u>
EXPENDITURE ON			
Goods for resale	40,831	-	40,831
Charitable activities			
Operation of leisure facilities	8,265,678	-	8,265,678
Children's and family centres	4,278,243	-	4,278,243
Support costs	<u>709,247</u>	<u>-</u>	<u>709,247</u>
Total	<u>13,293,999</u>	<u>-</u>	<u>13,293,999</u>
NET INCOME/(EXPENDITURE)	(2,187,589)	-	(2,187,589)
Transfers between funds	43,993	(43,993)	-
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	<u>(1,191,000)</u>	<u>-</u>	<u>(1,191,000)</u>
Net movement in funds	(3,334,596)	(43,993)	(3,378,589)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>269,507</u>	<u>43,993</u>	<u>313,500</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>(3,065,089)</u></u>	<u><u>-</u></u>	<u><u>(3,065,089)</u></u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

13. TANGIBLE FIXED ASSETS

	Long leasehold £	Plant and machinery £	Fixtures and fittings £	Totals £
Cost				
At 1st April 2021	818,464	8,814,199	254,363	9,887,026
Additions	<u>22,341</u>	<u>148,092</u>	<u>50,425</u>	<u>220,858</u>
At 31st March 2022	<u>840,805</u>	<u>8,962,291</u>	<u>304,788</u>	<u>10,107,884</u>
Depreciation				
At 1st April 2021	446,769	3,944,408	160,529	4,551,706
Charge for year	<u>88,090</u>	<u>1,044,090</u>	<u>90,036</u>	<u>1,222,216</u>
At 31st March 2022	<u>534,859</u>	<u>4,988,498</u>	<u>250,565</u>	<u>5,773,922</u>
Net book value				
At 31st March 2022	<u>305,946</u>	<u>3,973,793</u>	<u>54,223</u>	<u>4,333,962</u>
At 31st March 2021	<u>371,695</u>	<u>4,869,791</u>	<u>93,834</u>	<u>5,335,320</u>

14. FIXED ASSET INVESTMENTS

At the commencement of the year, the investment in Herts Leisure Limited had previously been impaired to £1. During the year, a further impairment was recognised by the charity reducing the net book value of the investment to £Nil.

There were no investment assets outside the UK.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

15. STOCKS

	2022	2021
	£	£
Finished goods	<u>44,415</u>	<u>24,284</u>

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	237,252	283,408
Other debtors	37,281	376,898
Prepayments and accrued income	<u>282,093</u>	<u>137,988</u>
	<u>556,626</u>	<u>798,294</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Other loans (see note 18)	528,000	-
Trade creditors	716,334	464,256
VAT	368,197	347,668
Other creditors	5,953	5,124
Accruals and deferred income	<u>3,458,129</u>	<u>3,403,733</u>
	<u>5,076,613</u>	<u>4,220,781</u>

Deferred income has been recognised to ensure that charitable income has been accounted for in the correct financial period.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022	2021
	£	£
Other loans (see below)	<u>4,319,176</u>	<u>4,847,176</u>

Included within creditors falling due within one year and creditors falling due after more than one year are loans.

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Other loans	<u>528,000</u>	<u>-</u>
Amounts falling between one and two years:		
Other loans	<u>543,887</u>	<u>528,072</u>
Amounts falling due between two and five years:		
Other loans	<u>1,804,386</u>	<u>1,734,282</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans	<u>1,970,903</u>	<u>2,584,822</u>

Included in secured creditors is £4,847,176 (2021: £4,847,176).

Bank loans are secured by way of a fixed and floating charge over the assets of the charity.

19. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022	2021
	£	£
Within one year	<u>148,410</u>	<u>148,410</u>
Between one and five years	<u>123,155</u>	<u>271,565</u>
	<u>271,565</u>	<u>419,975</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

20. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	(1,604,723)	(30,879)	(1,635,602)
Family centres	988,373	214,400	1,202,773
96 Shenley Road	(14,917)	-	(14,917)
Bushey Community Centre	(66)	(11,024)	(11,090)
Herts sports	5,244	2,485	7,729
Retirement benefit obligations	(2,439,000)	1,852,000	(587,000)
	<u>(3,065,089)</u>	<u>2,026,982</u>	<u>(1,038,107)</u>
TOTAL FUNDS	<u>(3,065,089)</u>	<u>2,026,982</u>	<u>(1,038,107)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	10,379,452	(10,410,331)	-	(30,879)
Family centres	4,722,760	(4,508,360)	-	214,400
96 Shenley Road	341,631	(341,631)	-	-
Bushey Community Centre	81,659	(92,683)	-	(11,024)
Herts sports	44,733	(42,248)	-	2,485
Retirement benefit obligations	220,000	(317,000)	1,949,000	1,852,000
	<u>15,790,235</u>	<u>(15,712,253)</u>	<u>1,949,000</u>	<u>2,026,982</u>
TOTAL FUNDS	<u>15,790,235</u>	<u>(15,712,253)</u>	<u>1,949,000</u>	<u>2,026,982</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

20. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	1,040,322	(2,689,038)	43,993	(1,604,723)
Family centres	508,282	480,091	-	988,373
96 Shenley Road	(19,275)	4,358	-	(14,917)
Bushey Community Centre	(66)	-	-	(66)
Herts sports	5,244	-	-	5,244
Retirement benefit obligations	<u>(1,265,000)</u>	<u>(1,174,000)</u>	<u>-</u>	<u>(2,439,000)</u>
	269,507	(3,378,589)	43,993	(3,065,089)
Restricted funds				
Children's centres	43,993	-	(43,993)	-
	<u>313,500</u>	<u>(3,378,589)</u>	<u>-</u>	<u>(3,065,089)</u>
TOTAL FUNDS	<u>313,500</u>	<u>(3,378,589)</u>	<u>-</u>	<u>(3,065,089)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	5,786,434	(8,475,472)	-	(2,689,038)
Family centres	4,758,334	(4,278,243)	-	480,091
96 Shenley Road	272,410	(268,052)	-	4,358
Bushey Community Centre	79,232	(79,232)	-	-
Retirement benefit obligations	<u>210,000</u>	<u>(193,000)</u>	<u>(1,191,000)</u>	<u>(1,174,000)</u>
	<u>11,106,410</u>	<u>(13,293,999)</u>	<u>(1,191,000)</u>	<u>(3,378,589)</u>
TOTAL FUNDS	<u>11,106,410</u>	<u>(13,293,999)</u>	<u>(1,191,000)</u>	<u>(3,378,589)</u>

The purpose of material designated and restricted funds is as follows:

SURE START CHILDREN'S CENTRES

These are now termed Family Centres under the new contract with Hertfordshire County Council, that started in October 2018 (see below).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31st MARCH 2022

20. MOVEMENT IN FUNDS - continued

FAMILY CENTRES

This is a 6 year contract from 1st October 2018 to oversee 50% of Hertfordshire County Council's Family Support Centres. Total funding received 2021/22 was £4,724,859 (2020/21: £4,758,334).

The Core Purpose of Family Centres:

The Government believes that Family Centres should have a clear core purpose, focused on improving outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in:

- Child development and school readiness;
- Parenting aspirations, self esteem and parenting skills; and
- Child and family health and life chances.

HERTS SPORTS

Herts sports is the funding of a sports development officer for the Hertfordshire area. The officer coordinates programs to get people more active and to live healthier lifestyles.

96 SHENLEY ROAD

96 Shenley Road is managed by InspireAll on behalf of Hertfordshire County Council. The building is a multi-purpose facility including library, meeting rooms, performance facilities and cafe. Any surpluses are repayable to HCC and any deficits underwritten by HCC.

21. EMPLOYEE BENEFIT OBLIGATIONS

The group operates a defined benefit pension scheme.

The amounts recognised in the Statement of financial position are as follows:

	Defined benefit pension plans	
	2022	2021
	£	£
Present value of funded obligations	(11,823,000)	(13,523,000)
Fair value of plan assets	11,236,000	11,084,000
	(587,000)	(2,439,000)
Present value of unfunded obligations	-	-
Deficit	(587,000)	(2,439,000)
Net liability	(587,000)	(2,439,000)

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

21. EMPLOYEE BENEFIT OBLIGATIONS - continued

The amounts recognised in the Statement of financial activities are as follows:

	Defined benefit pension plans	
	2022	2021
	£	£
Current service cost	128,000	95,000
Net interest from net defined benefit asset/liability	49,000	29,000
Past service cost	<u>-</u>	<u>-</u>
	<u>177,000</u>	<u>124,000</u>
 Actual return on plan assets	 <u>305,000</u>	 <u>1,973,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2022	2021
	£	£
Opening defined benefit obligation	13,523,000	10,431,000
Current service cost	128,000	95,000
Contributions by scheme participants	17,000	17,000
Interest cost	269,000	239,000
Actuarial losses/(gains)	(1,864,000)	2,954,000
Benefits paid	<u>(250,000)</u>	<u>(213,000)</u>
	<u>11,823,000</u>	<u>13,523,000</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022**

21. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2022	2021
	£	£
Opening fair value of scheme assets	11,084,000	9,166,000
Contributions by employer	80,000	141,000
Contributions by scheme participants	17,000	17,000
Expected return	220,000	210,000
Actuarial gains/(losses)	85,000	1,763,000
Benefits paid	(250,000)	(213,000)
	<u>11,236,000</u>	<u>11,084,000</u>

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	2022	2021
	£	£
Actuarial gains/(losses)	<u>1,949,000</u>	<u>(1,191,000)</u>
	<u>1,949,000</u>	<u>(1,191,000)</u>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	2022	2021
Equities	55%	59%
Bonds	25%	26%
Property	13%	11%
Cash	<u>7%</u>	<u>4%</u>
	<u>100%</u>	<u>100%</u>

Principal actuarial assumptions at the Statement of financial position date (expressed as weighted averages):

	2022	2021
Discount rate	2.70%	2.00%
Future salary increases	3.50%	3.25%
Future pension increases	3.10%	2.85%

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31st MARCH 2022

21. EMPLOYEE BENEFIT OBLIGATIONS - continued

Defined contribution scheme

The charity operates a defined contribution pension scheme. The assets of the schemes are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the funds and amounted to £351,749 (2021: £313,729).

22. CONTINGENT LIABILITIES

The charity issued a performance bond of £100,000 to Milton Keynes Council on 1 November 2009 which is valid for 15 years in relation to the charitable company's contract with the Council. The charity has undertaken to reimburse RBS for any amount called under this guarantee and has given RBS a charge over a deposit totalling £50,000.

23. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2022 (2021: none).

Accounts

REGISTERED COMPANY NUMBER: 04343347 (England and Wales)
REGISTERED CHARITY NUMBER: 1093653

**GROUP REPORT OF THE TRUSTEES AND
CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021
FOR
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES.
(A COMPANY LIMITED BY GUARANTEE)**

Wags LLP t/a Wagstaffs
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP



INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

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FOR THE YEAR ENDED 31ST MARCH 2021**

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INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31ST MARCH 2021**

TRUSTEES

C N Warne – Chairman
M F Barnett (resigned 01/04/21)
M Gibson
A R Jacobson
A J Keating
K J O'Malley (resigned 01/04/21)
N Ratcliffe (resigned 01/05/20)
A M Sinclair
S T Q Williams

REGISTERED OFFICE

The Venue
Elstree Way
Borehamwood
Hertfordshire
WD6 1JY

REGISTERED COMPANY NUMBER 04343347 (England and Wales)

REGISTERED CHARITY NUMBER 1093653

AUDITORS

Wags LLP t/a Wagstaffs
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP

CHIEF EXECUTIVE

R W Allan (appointed 01/06/21)
D Brame (resigned 31/05/21)

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the group for the year ended 31st March 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Policies and objectives

The principal activities are those encompassed within the Memorandum of Association, which principally involve managing leisure and family support centres.

InspireAll Leisure & Family Support Services (InspireAll) exists to promote and preserve good health, wellbeing and more active lifestyles for the communities it serves. Specifically, it provides leisure services to the residents of Hertsmere (HBC) and Milton Keynes (MKC). In addition, through contracts with Hertfordshire County Council (HCC), the Charity provides family centre services to the boroughs and districts of Hertsmere, Three Rivers, St Albans, Watford and Dacorum. This entails being the lead agency in supporting work with children aged pre-birth to 11 years old in these areas and requires the provision of staff and expertise.

The leisure sector is highly competitive, with budget gyms at one end of the price spectrum and expensive sports clubs at the other. InspireAll's role in this sector is to deliver services on behalf of Local Authorities and, as such, seek to appeal to as wide a spectrum of customers as possible. InspireAll therefore operate a pricing policy that makes the facilities accessible yet generates sufficient surplus to allow investment in keeping facilities and equipment up-to-date. In addition, InspireAll operates a concessionary pricing policy to encourage disadvantaged sections of the community to participate, with each site offering a programme of activity to support specialist groups to encourage them to make use of the facilities.

Who used and benefited from our services

The leisure side of the business manages four major leisure centres, plus community centres, pavilions and a theatre. The facilities are used by individuals, groups and clubs, with a wide range of activities on offer that allow individuals of all ages to participate at the level and intensity that suits their personal need and ability. Every centre is open to all, either on a membership or "pay-as-you-go" basis and a concessionary pricing scheme is operated within each contract to encourage participation and, whenever possible, remove barriers to following a healthy lifestyle.

The provision of Family Support Services, on behalf of Hertfordshire County Council, has grown to become a significant part of the business. The current six-year contract, which commenced on 1st October 2018, sees InspireAll managing 35 Family Centres in the boroughs of Hertsmere, Dacorum, Watford, Three Rivers, and St Albans. In these areas, the aim is to establish contact with every new parent and offer them a range of services - advice, classes, one-to-one assistance - that can help them with parenting, assist them to lead healthy lives, give children the best start in life and allow them to reach their full potential. The service unifies family centre staff, health visitors and school nursing under a single umbrella, offering a joined-up service that allows easy access.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Public Benefit

The Board of Trustees confirm that they have complied with the duties of Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

InspireAll has referred to the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning its future activities.

STRATEGIC REPORT

Achievement and performance

Review of activities

The year ending March 2021 has been uniquely challenging, with all leisure facilities instructed to close on 23rd March 2020 due to the COVID-19 pandemic. The vital work done by the Family Services business continued, but under significantly changed circumstances.

Survival became the name of the game. With dates for re-opening uncertain, the leisure facilities were put into "hibernation" in a state that would allow re-opening as quickly as possible, with health and safety considerations paramount. Positive discussions were held with Hertsmere Borough Council and Milton Keynes Council to secure relevant funding and payment holidays, whilst other funds, such as the Cultural Recovery Fund, were successfully accessed. Extensive use was made of the Coronavirus Job Retention Scheme ("furlough").

The leisure business had to adapt quickly and develop services in new areas such as outdoor group exercise and online virtual classes, many of which have continued post the COVID lockdown, but for most leisure customers the facilities effectively closed. InspireAll was pleased that some of the facilities were able to act as COVID testing and vaccination centres.

The funding for Family Services remained in place, but this part of the Charity had to change to delivering its services on-line, from home, necessitating a rapid learning curve for many in the business. The staff rose to the challenge magnificently, delivering courses and consultations via their newly acquired laptops.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Contract reviews

Hertsmere Borough Council Contract (HBC)

The year should have seen InspireAll start to reap the benefits of the major investment programme undertaken over the previous two financial years. Instead, with COVID striking, attention had to be focused on keeping costs to a minimum, accessing whatever COVID funding was available and negotiating a new schedule for the repayment of the interest and loans related to the investment programme.

The HBC sites closed in March 2020, with the exceptions of the Day Nurseries, which remained open throughout. In the first lockdown, staff initially focused on customer communications, contacting members and hirers to reassure them that their bookings and memberships would be treated fairly. Credits were produced for the majority of customers, with some refunds. Pay-as-you-go memberships were extended for the same length as the facilities were closed, monthly memberships and swimming lessons were paused and periods of credits were calculated and applied. Tickets for shows were either re-booked or refunded.

After this initial phase of activity, all but a small core of staff were placed on furlough through the first and subsequent lockdowns. Facilities were put in a low-power state, with daily building checks completed on the larger facilities that had swimming pools and three per week on the smaller, non-pool facilities. Some small facility use was allowed for supporting food distribution and providing facilities for pop-up testing sites.

Leading up to the reopening at the end of July 2020, the facilities were made COVID secure, with one-way systems, screens and disinfection measures. Staff were retrained and welcomed back in the week prior to reopening. The initial reopening was steady, with significantly reduced footfall, but was well received by returning customers. Reduced maximum capacities were implemented and booking systems were put place, as per government and sports bodies' guidance. Services like the "Health Hub" and "Get Active" programmes were operated remotely.

Throughout the pandemic, the activities and facilities were managed according to the relevant government advice of the time. Each activity was risk assessed based on the relevant guidance for the facility type and the specific industry guidance for the activities.

The autumn lock-down replicated the same process of closing, informing customers and furlough. During this period, the introduction of the Legend booking system was completed, with staff training in time for the winter re-opening. Working collaboratively with Stevenage Leisure Ltd, a new Health and Safety policy framework was also introduced.

From October 2020 to March 2021, Wylllyotts Theatre was the beneficiary of a successful Cultural Recovery Fund bid, securing £306k which was used to upgrade parts of the facility, in particular the ventilation, to retain staff talent and offer a limited programme of entertainment when legally allowed. This funding precluded Wylllyotts' staff from being furloughed and they turned their hands to completing the redecoration of the facility.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The early December reopening of leisure facilities was complicated by a rapid move of Hertsmere through different COVID alert levels, with varying restrictions on the activities allowed to operate. A responsive programme allowed facilities to remain open through this period. An improved digital fitness option was available for customers and activities like the Christmas Window Displays provided some customer engagement.

During December, the National Leisure Recovery Fund and a second round of the Cultural Recovery Fund were announced and applied for. Working with HBC, £198k was secured for the three leisure centres and £129k additional funding secured for Wylyotts for the first quarter of 2021-22 financial year. Smaller, but significant, local restrictions funding was applied for throughout the lockdowns through HBC.

In January, HBC formally approved a package of measures to ensure InspireAll's solvency, comprising;

- Extension of the Leisure Services Contract by five years to 31 January 2032.
- Recovery of the 2020/21 management fee from the government's irrecoverable loss of income scheme.
- Deferring the management fee due in 2021/22 and recovering this through a re-negotiated management fee over the extended contract period.
- Deferring the development loan repayments (principal and interest) for the 2020/21 and 2021/22 financial years.
- InspireAll to take responsibility for the costs associated with the interim management of Bushey Community Centre.

Through January to March 2021, facilities within the contract were used as COVID testing locations on a regular basis, to support Hertfordshire County Council. During this period, re-opening plans were completed based on the government's Spring Road Map, with outdoor activities returning in a limited capacity, such as paddle tennis, pitch bookings and a park events Easter Egg Hunt.

Milton Keynes Council Contract (MKC)

As with the HBC contract, the leisure facilities were closed for all but a few weeks in the trading year. MKC agreed to pay the management fee in advance, ensuring suitable cashflow to maintain operations for this financial year.

For the majority of the year sites remained closed, excluding the sites that are home for the three pre-schools running within the MK contract. Football academies returned slightly ahead of the other services as essential business was released from full lockdown restrictions. The first period of lockdown was extremely intense and largely dominated by governance, health and safety and restriction changes, at what felt like, daily.

Communication to the team was highly prioritised to ensure contact, engagement and ensure their wellbeing was cared for. The team were sent sufficient resources to support them, along with opportunity to train and develop as lockdown continues. Training included a new Covid and long-Covid training opportunity to allow a large number of the team to engage, support and prescribe exercise for those either rehabilitating from recent Covid or those with long-Covid.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The sites, although extremely quiet, were managed by a specific team who carried out statutory and compliance safety checks. Redecoration across the whole estate was also completed and improvements to the pool plant as well as a new CHP, all took place during the periods of closure.

Funding and grant applications continue to support the income losses incurred. Although a far stretch from what was actually needed, £170k was received from the National Leisure Recovery Fund and other small grants.

Hertfordshire County Council Family Support Services Contract

2020/21 was a challenging year for both the Family Support Service and InspireAll Nurseries due to the pandemic and the ever-changing situation. In line with Government guidelines, the Family Support Service continued to provide key support to local families throughout the year. Due to the restrictions, the majority of Family Support staff worked from home. Their much-valued support was initially provided virtually or via the phone. Prompt action was taken to transfer key parenting support sessions into an online offer. Due to the necessity for home working, InspireAll invested resources into providing staff with appropriate IT equipment and mobile phones.

Throughout the year, Hertfordshire County Council continued to undertake their quarterly Contract Monitoring meetings. InspireAll was able to demonstrate a wide range of innovative approaches to adapting service delivery to the new operating environment. The increased use of social media was key, with regular Facebook and Instagram Live sessions running for parents of young children to access, as well as the use of Zoom and MS Teams to deliver a wide range of parenting courses.

During the year, Hertfordshire County Council requested a change in the focus of the Family Support Services, this involved scaling down the universal offer to all families in order to increase resources for more targeted services to support families with emerging and more complex needs. These needs included speech and language delay, concerns with parents' mental health, increased levels of domestic abuse and children falling behind in reaching their developmental milestones. InspireAll ensured that delivery staff received appropriate additional training where required, whilst regular support from their line managers and colleagues was provided to try and mitigate the stresses of the more complex work and potential feelings of isolation due to home working. In addition, a regular wellbeing newsletter was developed with contributions from across the teams and staff consultations were undertaken periodically to understand how the organisation could support the staff further, with appropriate steps put in place to respond to these needs.

As the year progressed, key services were able to be delivered face-to-face from Family Centres. In order that families and staff were protected, comprehensive health and safety risk assessments were undertaken and continually reviewed. When the vaccines became available, Hertfordshire County Council prioritised Family Support staff to receive them, for which staff were very grateful.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

In line with Government directives, Furzefield Nursery closed between April and June 2020. The Nursery at the BECC remained open, providing care to vulnerable children and children of key workers. As the year progressed, both nurseries were able to offer their services to all their families. InspireAll developed a comprehensive programme of risk assessments to ensure children, their parents and staff were reassured and protected and that the nurseries could both function well. Both nurseries ended the year with strong occupancy levels, despite the challenges faced.

Financial review

Financial position

The results for the year are set out in the financial statements.

Total income, before interest on the defined benefit pension scheme was £8,914,285 (2020: £17,833,496). The deficit for the financial year, before the pension adjustment, was £2,187,586 (2020: £31,681 deficit).

The pension adjustment was a deficit of £1,191,000 (2020: £1,031,000), which resulted in an adverse net movement in funds of £1,174,000 (2020: £1,046,681).

Principal funding sources

In the leisure sector, the main source of income derives from the individual customers that are attracted to and use the facilities, in competition with other fitness and leisure businesses. In a "normal" year, membership income derived from the gym, fitness classes and swimming is the key income source, but with the pandemic impacting so dramatically, the Charity depended heavily on using the furlough scheme and securing significant grant money, as described previously in the Contract Review sections of this report.

Milton Keynes Council paid a £313k annual management fee for the day-to-day running of several community facilities.

Hertsmere BC provided the loan, on commercial terms, for the programme of investment undertaken over the previous two years. Repayments are being rescheduled as part of the Charity's COVID recovery plan.

The Family Support Services business is wholly funded by Hertfordshire County Council, under a six-year contract secured following a competitive tendering process.

InspireAll does not undertake general fundraising activities on its own behalf and does not employ professional fund-raisers or commercial participators. As a consequence, InspireAll was not subject to an undertaking to be bound by any voluntary or statutory schemes for regulating or monitoring fundraising.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Financial review

Reserves policy

At the end of the financial year, the Trust held negative unrestricted reserves (excluding retirement benefit obligations) of £598,282 (2020: positive reserves of £1,534,507) and a cash balance of £2,283,969 (2020: £1,850,114). The current deficit position is a direct impact of the COVID-19 pandemic. As the business continues to rebuild and stabilise, the aim is to fully recover the deficit over the next 1 to 2 years and maintain a level of between £500K and £1m moving forward.

The defined benefit pension fund obligation is monitored closely but is not seen as an immediate threat to the day-to-day business of the Trust.

Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal risks and uncertainties

In a highly competitive marketplace, InspireAll needed to invest a substantial sum in upgrading its key facilities. There was a high degree of confidence that this investment would pay off, but the risk clearly existed that this might not be the case.

The initial signs were encouraging, but the COVID lockdown stalled the initial momentum. However, worthwhile discussions took place with both our Local Authority leisure clients that significantly relieved the pressure on the business. Most importantly, Hertsmere BC agreed to defer repayment of the £4.8m investment loan, as well as interest and rent. Hertsmere BC has also agreed a five-year contract extension, which gives InspireAll more time to gain a return on the recent investment programme. This support from the Council is hugely significant and is a reflection of the good working relationship the business has maintained over the years with its largest leisure client. Likewise, Milton Keynes Council has agreed to pay its annual contract fee in advance, should it be required.

The Family Support Services income stream is contractually secure, although the range and standard of service that the contract requires must continue to be provided. The efficiency with which InspireAll has managed the business has provided the finance for the additional IT resources, infrastructure and the development of on-line training packages.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Financial review

Future plans

Having invested significant sums in renewing and enhancing selected key facilities, the focus of the business had turned to ensuring these investments are fully exploited over the next few years. This remains the case in the longer-term, but the impact of the COVID lockdowns means that the immediate focus has to be on ensuring the short to medium term survival of the leisure business.

As mentioned above, InspireAll has secured vital support from its Local Authority clients. It has used social media to maintain dialogue with individual customers. Future focus will be to rebuild the membership base across all the contracted leisure facilities. The recent switch to the "Legend" customer management system will leave the business in a better place to achieve this objective.

Cost control will become even more important. To this end, in a joint initiative with Stevenage Leisure, a new HR system will be implemented which will dramatically improve our management of staff costs and release managers from the many hours currently spent on paperwork. Payback will be seen in the first year.

In respect of the Milton Keynes contract, it is likely that some of the small community facilities will be taken back into the control of the relevant parish councils.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document and charity constitution

The Trust and the group are registered as a charitable company (number 1093653) limited by guarantee and were set up by a Memorandum of Association on 1 December 2003.

The Memorandum and Articles of Association were revised in 2006 to accommodate the addition of children's centres (now termed "family centres") services to the portfolio. The Memorandum and Articles of Association were further revised at the AGM in 2016 to remove non-trustees as Members of the Company.

The Members are the guarantors of the Charitable company and each has undertaken to contribute such amount as may be required (but not exceeding £1 each) to the Charitable Company's assets if it should be wound up while he or she is a member or within one year after he or she should cease to be a member, for payment of the Charitable company's debts and liabilities contracted before he or she ceased to be a member, and of the costs, charges and expenses of the winding up, and for the adjustments of the rights of the contributors among themselves.

The Charity is required to have between three and eleven Trustees. They are the Trustees of InspireAll in accordance with the Charities Act 2011 and they are also Directors in accordance with the Companies Act 2006. At the end of the financial year the number stood at eight, one having left due to family commitments, one due to relocation and a third due to work commitments.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Recruitment and appointment of new trustees

The Board is continually seeking to recruit new Trustees to achieve a breadth of experience and skills. Vacancies are advertised as necessary, with suitable candidates initially meeting the Chair and Chief Executive to explore the opportunity. Candidates are then invited to attend two Board meetings as observers, prior to possible appointment.

Induction and training of new trustees

Many Trustees are users of the facilities, so often come to the business with their experience as customers. All new Trustees are encouraged to spend time with managers in various locations, to gain further insight into the business. A trustee guidebook has also been produced, which provides a handy guide to the business and trustees' responsibilities.

Organisational structure and decision making

The Board of Trustees meets at least every two months and has delegated the responsibility for administering the charity to a management team that has been formed jointly with SLL:

Richard Allan	Chief Executive Officer (appointed 01/06/2021)
Robert Keegan	Head of Finance (resigned 31/12/2020)
Natalie Palmer	Head of Finance (appointed 17/05/2021)
Liz Applin	Head of Family Centres
Lee Medlock	Head of Operations (appointed 01/07/2021)
Adrian Hill	Head of IT
Donna Radics	Head of HR
Martin Smith	Head of Facilities

In addition to the Board Meetings, there are regular meetings of the Finance and Development Committee and the HR Committee.

The current Board offers professional expertise encompassing finance, customer relations, law, food & beverage, marketing, HR and energy efficiency, in addition to the general management experience of operating at senior levels in their respective professions.

None of the three Local Authorities presently served by InspireAll (Hertsmere Borough Council, Milton Keynes Council and Hertfordshire County Council) nominate people for consideration by the Trustees.

Pay policy for senior staff

The pay and remuneration for key management personnel is based on benchmarking of similar roles in comparable organisations. Changes in remuneration of key management personnel are agreed by the Board.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Cooperation with other organisations

InspireAll operates independently, but occupies buildings owned by Hertsmere Borough Council, Milton Keynes Council and Hertfordshire County Council. InspireAll works with and supports the respective Councils in their health, leisure and children's objectives where they coincide with the aims of the Charity.

The Family Support Services team works in co-operation with Hertfordshire Community Trust, Barnardo's and One YMCA.

InspireAll and Stevenage Leisure Limited (SLL) have pooled selected head office functions in order to achieve economies of scale and improved support. As an example, InspireAll have adopted the SLL customer management system, Legend, which is allowing IA to deliver a far better customer experience at lower cost than using its own system.

Risk management

Key risks are identified as part of the annual strategic planning process. The Board and the Finance & Development Committee review monthly management accounts, re-forecasts and Key Performance Indicators at each meeting. Other non-financial risks are reviewed regularly, with the Risk Register updated as necessary.

EVENTS SINCE THE END OF THE YEAR

The leisure centres were able to reopen from the 12th of April 2021, with some restrictions still in place. Workout Classes resumed on the 17th May 2021, again with restrictions. Wyllyotts reopened in full in September 2021.

Swimming has bounced back impressively, to approach pre-COVID levels. Membership sales have been good, but have been counter-balanced by cancellations. High-intensity classes have taken the biggest hit, as customers remain wary of the virus, despite the centres switching their systems to maximum extract. It would appear that recovery will be slow. In the light of this experience, revised medium-term plans are being drawn up.

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF THE DISABLED

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The company and the group carry out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The company and the group have implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal Opportunities
- Volunteers' Policy
- Health & Safety Policy

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

GROUP REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

In accordance with the company and the groups Equal Opportunities Policy, the charity and the group has long established fair employment practices in the recruitment selection, retention and training of disabled staff.

Full details of these policies are available from the charity and the group's offices.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of InspireAll Leisure and Family Support Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the consolidated financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

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

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time, the financial position of the charitable company and to 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**GROUP REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2021**

AUDITORS

The auditors, Wags LLP t/a Wagstaffs, will be proposed for re-appointment at the forthcoming Annual General Meeting.

InspireAll uses its auditors to help prepare the Financial Statements. to safeguard auditor objectivity and independence, InspireAll request that a member of staff separate to the audit team is used to prepare the statutory accounts.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ~~25th November 2021~~ and signed on the board's behalf by:



.....
C N Warne - Chairman

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

Opinion

We have audited the consolidated financial statements of InspireAll Leisure and Family Support Services (the 'charitable company') and its subsidiary (the 'group') for the year ended 31st March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Financial Position, the Charity Statement of Financial Position, the Consolidated Statement of Cash Flows and notes to the consolidated 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the consolidated financial statements:

- give a true and fair view of the state of the charitable company's and group's affairs as at 31st March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company and group in accordance with the ethical requirements that are relevant to our audit of the consolidated 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.

Material uncertainty relating to going concern

We draw your attention to note 2 in the financial statements, which indicates that the charity has incurred outgoing net movement in funds of £2,187,589 (£3,378,589 after retirement benefit obligations) in the year ended 31st March 2021 and as of this date, the charity's total funds were in deficit by £626,089 (£3,065,089 after retirement benefit obligations) as a result of the COVID 19 pandemic. As stated in note 2, these events or conditions along with other matters are set out in note 2 indicate that a material uncertainty exists that may cast significant doubt on the charity as a going concern. Our opinion is not modified in this respect.

Except as detailed above, we have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the consolidated financial statements is not appropriate; or
- the trustees have not disclosed in the consolidated financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the consolidated financial statements are authorised for issue.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the consolidated financial statements and our Report of the Independent Auditors thereon.

Our opinion on the consolidated 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 consolidated 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 consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the consolidated financial statements; and
- the Group Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and group and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Report of the Trustees.

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company and group for the purposes of company law) are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the trustees are responsible for assessing the charitable company and group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or group or to cease operations, or have no realistic alternative but to do so.

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory framework applicable to the charity and the sector in which they operate. We determined that the following laws and regulations were most significant: the Companies Act 2006 and the Charities Act 2011.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks by making inquiries to the management. We corroborated our inquiries through our review of board minutes and papers provided by those charged with governance.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team include:
 - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
 - understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - challenging assumptions and judgments made by management in its significant accounting estimates;
 - identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and
 - assessing the extent of compliance with the relevant laws and regulations.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES**

Our responsibilities for the audit of the financial statements

- We have reviewed the financial statements and considered whether they are consistent with our understanding of the entity or indicate a previously unrecognised risk of material misstatement that could be due to fraud.

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. This description forms part of our Report of the Independent Auditors.

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. 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 auditors' 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.



M R Hubbocks FCA (Senior Statutory Auditor)
for and on behalf of Wags LLP t/a Wagstaffs
Chartered Accountants and Statutory Auditors
Richmond House
Walkern Road
Stevenage
Hertfordshire
SG1 3QP.

Date: 25th NOVEMBER 2021

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31ST MARCH 2021**

		Unrestricted funds	Restricted funds	2021 Total funds	2020 Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Charitable activities	3	8,849,871	-	8,849,871	16,661,730
Other trading activities		64,414	-	64,414	1,171,766
Other income	5	2,192,125	-	2,192,125	226,000
Total		11,106,410	-	11,106,410	18,059,496
EXPENDITURE ON					
Fundraising trading		40,831	-	40,831	606,869
Charitable activities	4				
Operation of leisure facilities		8,265,678	-	8,265,678	11,444,144
Children's and family centres		4,278,243	-	4,278,243	5,064,960
Support costs		709,247	-	709,247	975,204
Total		13,293,999	-	13,293,999	18,091,177
NET INCOME/(EXPENDITURE)		(2,187,589)	-	(2,187,589)	(31,681)
Transfers between funds	21	43,993	(43,993)	-	-
Other recognised losses	22				
Actuarial losses on retirement benefit obligations		(1,191,000)	-	(1,191,000)	(1,015,000)
Net movement in funds		(3,334,596)	(43,993)	(3,378,589)	(1,046,681)
RECONCILIATION OF FUNDS					
Total funds brought forward		269,507	43,993	313,500	1,360,181
TOTAL FUNDS CARRIED FORWARD		(3,065,089)	-	(3,065,089)	313,500

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(REGISTERED COMPANY NUMBER: 04343347)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
31ST MARCH 2021

		Unrestricted funds	Restricted funds	2021 Total funds	2020 Total funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	12	5,335,320	-	5,335,320	6,554,170
CURRENT ASSETS					
Stocks	14	24,284	-	24,284	23,797
Debtors	15	798,294	-	798,294	1,894,568
Cash at bank		<u>2,283,969</u>	-	<u>2,283,969</u>	<u>1,890,602</u>
		3,106,547	-	3,106,547	3,808,967
CREDITORS					
Amounts falling due within one year	16	<u>(4,220,780)</u>	-	<u>(4,220,780)</u>	<u>(3,937,462)</u>
NET CURRENT LIABILITIES		<u>(1,114,233)</u>	-	<u>(1,114,233)</u>	<u>(128,495)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,221,087	-	4,221,087	6,425,676
CREDITORS					
Amounts falling due after more than one year	17	<u>(4,847,176)</u>	-	<u>(4,847,176)</u>	<u>(4,847,176)</u>
RETIREMENT BENEFIT OBLIGATIONS	22	<u>(2,439,000)</u>	-	<u>(2,439,000)</u>	<u>(1,265,000)</u>
NET ASSETS/(LIABILITIES)		<u><u>(3,065,089)</u></u>	-	<u><u>(3,065,089)</u></u>	<u><u>313,500</u></u>

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(REGISTERED COMPANY NUMBER: 04343347)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION - continued
31ST MARCH 2021

		2021	2020
	Notes	£	£
FUNDS	21		
Unrestricted funds		(3,065,089)	269,507
Restricted funds		<u>-</u>	<u>43,993</u>
TOTAL FUNDS		<u>(3,065,089)</u>	<u>313,500</u>

The financial statements were approved by the Board of Trustees and authorised for issue on ~~25th NOVEMBER 2021~~ and were signed on its behalf by:



 C N Warne - Chairman

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(REGISTERED COMPANY NUMBER: 04343347)

CHARITY STATEMENT OF FINANCIAL POSITION
31ST MARCH 2021

		Unrestricted funds	Restricted funds	2021 Total funds	2020 Total funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	12	5,335,320	-	5,335,320	6,554,170
Investments	13	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
		5,335,321	-	5,335,321	6,554,171
CURRENT ASSETS					
Stocks	14	24,284	-	24,284	23,797
Debtors	15	826,100	-	826,100	1,922,374
Cash at bank		<u>2,283,969</u>	<u>-</u>	<u>2,283,969</u>	<u>1,850,114</u>
		3,134,353	-	3,134,353	3,796,285
CREDITORS					
Amounts falling due within one year	16	<u>(4,220,780)</u>	<u>-</u>	<u>(4,220,780)</u>	<u>(3,937,460)</u>
NET CURRENT LIABILITIES		<u>(1,086,427)</u>	<u>-</u>	<u>(1,086,427)</u>	<u>(141,175)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,248,894	-	4,248,894	6,412,996
CREDITORS					
Amounts falling due after more than one year	17	<u>(4,847,176)</u>	<u>-</u>	<u>(4,847,176)</u>	<u>(4,847,176)</u>
RETIREMENT BENEFIT OBLIGATIONS	22	<u>(2,439,000)</u>	<u>-</u>	<u>(2,439,000)</u>	<u>(1,265,000)</u>
NET ASSETS/(LIABILITIES)		<u><u>(3,037,282)</u></u>	<u><u>-</u></u>	<u><u>(3,037,282)</u></u>	<u><u>300,820</u></u>

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
(REGISTERED COMPANY NUMBER: 04343347)

CHARITY STATEMENT OF FINANCIAL POSITION - continued
31ST MARCH 2021

	2021	2020
	£	£
FUNDS		
Unrestricted funds	(3,037,282)	256,827
Restricted funds	<u>-</u>	<u>43,993</u>
TOTAL FUNDS	<u><u>(3,037,282)</u></u>	<u><u>300,820</u></u>
 Charity net movement in funds for the year	 <u><u>(3,378,589)</u></u>	 <u><u>(1,046,681)</u></u>

The financial statements were approved by the Board of Trustees and authorised for issue on 25th November 2021 and were signed on its behalf by:


.....
C N Warne - Chairman

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2021**

		2021	2020
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	1	794,394	1,004,148
Tax paid		<u>-</u>	<u>17</u>
Net cash provided by operating activities		<u>794,394</u>	<u>1,004,165</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(201,081)</u>	<u>(2,969,897)</u>
Net cash used in investing activities		<u>(201,081)</u>	<u>(2,969,897)</u>
Cash flows from financing activities			
Loan advances in year		-	1,657,176
Interest paid		<u>(199,946)</u>	<u>(101,156)</u>
Net cash used in financing activities		<u>(199,946)</u>	<u>1,556,020</u>
Change in cash and cash equivalents in the reporting period		393,367	(409,712)
Cash and cash equivalents at the beginning of the reporting period		<u>1,890,602</u>	<u>2,300,314</u>
Cash and cash equivalents at the end of the reporting period		<u><u>2,283,969</u></u>	<u><u>1,890,602</u></u>

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2021**

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(2,187,589)	(31,681)
Adjustments for:		
Depreciation charges	1,419,931	1,132,258
Interest paid	199,946	101,156
(Increase)/decrease in stocks	(487)	31,754
Decrease in debtors	1,096,274	155,785
Increase/(decrease) in creditors	283,319	(450,124)
Difference between pension charge and cash contributions	(17,000)	65,000
Net cash provided by operations	<u>794,394</u>	<u>1,004,148</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.20	Cash flow	At 31.3.21
	£	£	£
Net cash			
Cash at bank	<u>1,890,602</u>	<u>393,367</u>	<u>2,283,969</u>
Debt			
Debts falling due within 1 year	-	-	-
Debts falling due after 1 year	<u>(4,847,176)</u>	<u>-</u>	<u>(4,847,176)</u>
	<u>(4,847,176)</u>	<u>-</u>	<u>(4,847,176)</u>
Total	<u>(2,956,574)</u>	<u>393,367</u>	<u>(2,563,207)</u>

The notes form part of these financial statements

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

1. STATUTORY INFORMATION

InspireAll Leisure and Family Support Services is a company limited by guarantee and charity registered in England and Wales. The company and charity registered numbers and office address can be found within the reference and administrative details on page 1.

The presentation currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The consolidated and individual financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The consolidated and individual financial statements have been prepared under the historical cost convention.

The consolidated and individual financial statements have been prepared on a going concern basis.

In assessing the going concern position of the group and charity for the year ended 31st March 2021, the trustees have considered cashflows, liquidity and business activities. As at 31st March 2021, the group held cash reserves of £2.2 million which are available for general charitable purposes, including but not limited to funding new sites, working capital and future capital expenditure required to ensure that the facilities remain first class for users.

In making this assessment, the trustees have considered the impact of the COVID-19 pandemic on the cash flows and liquidity of the group over the coming 12 months. This assessment has taken account the current measures that have been put in place to preserve cash and reduce discretionary expenditure during the period when the company had to temporarily close its sites as a result of compliance with Government regulations combined with changing customer behaviour when using the facilities once re-opened. The financial modelling used by the company anticipates reduced membership and revenues as a direct result of COVID-19 in the coming 12 months. The trustees have also considered further Government actions and more longer term closures within this period and the downside to cashflows and liquidity as a result. These downsides have a severe impact on the group and charity EBITDA, far greater than would have been anticipated prior to the COVID-19 pandemic.

At these anticipated levels of EBITDA combined with the mitigating actions implemented by management, the trustees currently believe that they can maintain sufficient liquidity to continue to operate and sustain anticipated losses for the coming 12 months.

The trustees will fully utilise all available financial assistance that is available, including the government CJRS scheme combined with obtaining funding from the Arts Council and other equivalent and business rates exemptions. This has been anticipated within the forecasts and will help with stemming cash outflow as far as possible.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

2. ACCOUNTING POLICIES - continued

The trustees have concluded that the potential impact of COVID-19 described above combined with uncertainty over possible mitigation actions represents a material uncertainty that may cast doubt on the group and charity's ability to continue as a going concern. Nevertheless, having assessed the combination of these various options and the impact of any liquidity shortfall in the event of a sustained period of closures following the ongoing COVID-19 pandemic, the trustees have a reasonable expectation that the charity has adequate resources to continue to operate for a period of 12 months from the date of these financial statements. For these reasons, they continue to adopt a going concern basis for the preparation of the financial statements. Accordingly, these financial statements do not include any adjustments to the carrying amount or classification of assets and liabilities that would result if the charity were unable to continue as a going concern.

Basis of consolidation

The group consolidated financial statements include the financial statements of the charity and all of its subsidiary undertakings made up to 31st March 2021.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold property	- over the life of the lease
Plant and machinery	- 3-10 years on cost
Fixtures and fittings	- 3-5 years on cost

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2021

2. ACCOUNTING POLICIES - continued

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

3. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Operation of leisure facilities	3,739,895	11,414,985
Children's and family centres	5,109,976	5,246,745
	<u>8,849,871</u>	<u>16,661,730</u>

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Operation of leisure facilities	8,265,678	-	8,265,678
Children's and family centres	4,278,243	-	4,278,243
Support costs	-	709,247	709,247
	<u>12,543,921</u>	<u>709,247</u>	<u>13,253,168</u>

5. OTHER INCOME

	2021	2020
	£	£
Expected return on retirement benefit assets	210,000	226,000
Income from CJRS claims	1,982,125	-
	<u>2,192,125</u>	<u>226,000</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021	2020
	£	£
Staff costs	7,643,279	9,232,726
Premises expenses	1,194,862	2,016,029
Repairs and maintenance	919,528	1,460,278
Depreciation	1,359,397	1,076,540
Other costs	1,426,855	2,723,531
	<u>12,543,921</u>	<u>16,509,104</u>

7. SUPPORT COSTS

	2021	2020
	£	£
Staff costs	485,903	735,927
Premises expenses	21,000	20,779
Repairs and maintenance	2,710	5,591
Depreciation	60,534	55,718
Other costs	139,100	157,189
	<u>709,247</u>	<u>975,204</u>

8. AUDITORS' REMUNERATION

	2021	2020
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	12,500	12,500
Fees payable to the charity's auditors for other financial services	<u>4,500</u>	<u>4,500</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2021 nor for the year ended 31st March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2021 nor for the year ended 31st March 2020.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	7,279,363	9,163,779
Social security costs	486,395	463,478
Other pension costs	363,424	341,396
	<u>8,129,182</u>	<u>9,968,653</u>

The average monthly number of employees during the year was as follows:

	2021	2020
Leisure activities	419	561
Family support activities	195	170
Senior management and administration	18	18
	<u>632</u>	<u>749</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
£60,001 - £70,000	1	1
£70,001 - £80,000	-	2
£80,001 - £90,000	-	1
£100,001 - £110,000	-	1
£120,001 - £130,000	1	-
	<u>2</u>	<u>5</u>

Key management remuneration

Total key management personnel remuneration (including benefits) was £125,078 (2020: £108,212).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

11. COMPARATIVES FOR THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Charitable activities	16,661,730	-	16,661,730
Other trading activities	1,171,766	-	1,171,766
Other income	<u>226,000</u>	<u>-</u>	<u>226,000</u>
Total	18,059,496	-	18,059,496
EXPENDITURE ON			
Raising funds	606,869	-	606,869
Charitable activities			
Operation of leisure facilities	11,444,144	-	11,444,144
Children's and family centres	5,064,960	-	5,064,960
Support costs	<u>975,204</u>	<u>-</u>	<u>975,204</u>
Total	<u>18,091,177</u>	<u>-</u>	<u>18,091,177</u>
NET INCOME/(EXPENDITURE)	(31,681)	-	(31,681)
Other recognised losses			
Actuarial losses on retirement benefit obligations	<u>(1,015,000)</u>	<u>-</u>	<u>(1,015,000)</u>
Net movement in funds	(1,046,681)	-	(1,046,681)
RECONCILIATION OF FUNDS			
Total funds brought forward	1,316,188	43,993	1,360,181
TOTAL FUNDS CARRIED FORWARD	<u><u>269,507</u></u>	<u><u>43,993</u></u>	<u><u>313,500</u></u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

12. TANGIBLE FIXED ASSETS

Group and charity

	Long leasehold property £	Plant and machinery £	Fixtures and fittings £	Totals £
Cost				
At 1st April 2020	818,464	8,689,210	178,271	9,685,945
Additions	-	124,989	76,092	201,081
At 31st March 2021	<u>818,464</u>	<u>8,814,199</u>	<u>254,363</u>	<u>9,887,026</u>
Depreciation				
At 1st April 2020	357,627	2,680,900	93,248	3,131,775
Charge for year	89,142	1,263,508	67,281	1,419,931
At 31st March 2021	<u>446,769</u>	<u>3,944,408</u>	<u>160,529</u>	<u>4,551,706</u>
Net book value				
At 31st March 2021	<u>371,695</u>	<u>4,869,791</u>	<u>93,834</u>	<u>5,335,320</u>
At 31st March 2020	<u>460,837</u>	<u>6,008,310</u>	<u>85,023</u>	<u>6,554,170</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

13. FIXED ASSET INVESTMENTS

Charity

	Shares in group undertakings £
Cost	
At 1st April 2020 and 31st March 2021	<u>120,000</u>
Provisions	
At 1st April 2020 and 31st March 2021	<u>119,999</u>
Net book value	
At 31st March 2021	<u><u>1</u></u>
At 31st March 2020	<u><u>1</u></u>

There were no investment assets outside the UK.

The charity's investments at the balance sheet date in the share capital of companies include the following:

Herts Leisure Limited

Registered office: The Venue, Elstree Way, Borehamwood, Hertfordshire WD6 1JY

Nature of business: Non trading subsidiary undertaking

	%		
Class of share:	holding		
Ordinary	100		
		2021	2020
		£	£
Aggregate capital and reserves		<u><u>12,682</u></u>	<u><u>12,682</u></u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

14. STOCKS

Group and charity

	2021	2020
	£	£
Finished goods	<u>24,284</u>	<u>23,797</u>
	<u>24,284</u>	<u>23,797</u>

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group

	2021	2020
	£	£
Trade debtors	242,542	1,697,144
Amounts owed by connected undertakings	40,866	-
Other debtors	376,898	52,813
Prepayments and accrued income	<u>137,988</u>	<u>144,611</u>
	<u>798,294</u>	<u>1,894,568</u>

Charity

	2021	2020
	£	£
Trade debtors	242,542	1,697,144
Amounts owed by subsidiary undertakings	27,806	27,806
Amounts owed by connected undertakings	40,866	-
Other debtors	376,898	52,813
Prepayments and accrued income	<u>137,988</u>	<u>144,611</u>
	<u>826,100</u>	<u>1,922,374</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Group

	2021	2020
	£	£
Trade creditors	464,256	596,309
VAT	347,668	402,782
Other creditors	5,123	4,535
Accruals and deferred income	<u>3,403,733</u>	<u>2,933,836</u>
	<u>4,220,780</u>	<u>3,937,462</u>

Charity

	2021	2020
	£	£
Trade creditors	464,256	596,309
VAT	347,668	402,782
Other creditors	5,123	4,535
Accruals and deferred income	<u>3,403,733</u>	<u>2,933,834</u>
	<u>4,220,780</u>	<u>3,937,460</u>

Deferred income has been recognised to ensure that charitable income has been accounted for in the correct financial period.

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Group and charity

	2021	2020
	£	£
Other loans	<u>4,847,176</u>	<u>4,847,176</u>
An analysis of the maturity of loans is given below:		
Amounts falling due between one and five years	2,262,354	1,080,403
Amounts falling in more than five years	2,584,822	3,766,733

The loans are secured by way of a fixed and floating charge over the assets of the group and charity.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2021

18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

Group and charity

	2021	2020
	£	£
Within one year	148,410	139,337
Between one and five years	<u>271,565</u>	<u>419,974</u>
	<u>419,974</u>	<u>559,311</u>

19. CONTINGENT LIABILITIES

The group issued a performance bond of £100,000 to Milton Keynes Council on 1 November 2009 which is valid for 15 years in relation to the charitable company's contract with the Council. The charity has undertaken to reimburse RBS for any amount called under this guarantee and has given RBS a charge over a deposit totalling £50,000.

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2021 (2020: none).

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

21. CONSOLIDATED MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement and transfers £	At 31.3.21 £
Unrestricted funds			
General fund	991,322	(2,645,045)	(1,653,723)
Family centres	508,282	480,091	988,373
96 Shenley Road	(19,275)	4,358	(14,917)
Bushey Community Centre	(66)	-	(66)
Herts sports	5,244	-	5,244
Retirement benefit obligations	(1,216,000)	(1,174,000)	(2,390,000)
	<u>269,507</u>	<u>(3,334,596)</u>	<u>(3,065,089)</u>
Restricted funds			
Children's centres	43,993	(43,993)	-
	<u>43,993</u>	<u>(43,993)</u>	<u>-</u>
TOTAL FUNDS	<u>313,500</u>	<u>(3,378,589)</u>	<u>(3,065,089)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	5,786,434	(8,475,472)	-	(2,689,038)
Family centres	4,758,334	(4,278,243)	-	480,091
96 Shenley Road	272,410	(268,052)	-	4,358
Bushey Community Centre	79,232	(79,232)	-	-
Retirement benefit obligations	210,000	(193,000)	(1,191,000)	(1,174,000)
	<u>11,006,410</u>	<u>(13,293,999)</u>	<u>(1,191,000)</u>	<u>(3,378,589)</u>
TOTAL FUNDS	<u>11,006,410</u>	<u>(13,293,999)</u>	<u>(1,191,000)</u>	<u>(3,378,589)</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

21. CONSOLIDATED MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement and transfers £	At 31.3.20 £
Unrestricted funds			
General fund	1,197,225	(205,903)	991,322
Family centres	294,825	213,457	508,282
96 Shenley Road	3,894	(23,169)	(19,275)
Bushey Community Centre	-	(66)	(66)
Herts sports	5,244	-	5,244
Retirement benefit obligations	(185,000)	(1,031,000)	(1,216,000)
	<u>1,316,188</u>	<u>(1,046,681)</u>	<u>269,507</u>
Restricted funds			
Children's centres	43,993	-	43,993
	<u>43,993</u>	<u>-</u>	<u>43,993</u>
TOTAL FUNDS	<u>1,360,181</u>	<u>(1,046,681)</u>	<u>313,500</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	12,564,073	(12,769,976)	-	(205,903)
Family centres	4,752,629	(4,539,172)	-	213,457
96 Shenley Road	433,977	(457,146)	-	(23,169)
Bushey Community Centre	82,817	(82,883)	-	(66)
Retirement benefit obligations	226,000	(242,000)	(1,015,000)	(1,031,000)
	<u>18,059,496</u>	<u>(18,091,177)</u>	<u>(1,015,000)</u>	<u>(1,046,681)</u>
TOTAL FUNDS	<u>18,059,496</u>	<u>(18,091,177)</u>	<u>(1,015,000)</u>	<u>(1,046,681)</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS – continued FOR THE YEAR ENDED 31ST MARCH 2021

21. CONSOLIDATED MOVEMENT IN FUNDS - continued

The purpose of material designated and restricted funds is as follows:

SURE START CHILDREN'S CENTRES

These are now termed Family Centres under the new contract with Hertfordshire County Council, that started in October 2018 (see below).

FAMILY CENTRES

This is a 6 year contract from 1st October 2018 to oversee 50% of Hertfordshire County Council's Family Support Centres. Total funding received 2020/21 was £4,758,334 (2019/20: £4,779,893).

The core purpose of Family Centres:

The Government believes that Family Centres should have a clear core purpose, focused on improving outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in: -

- Child development and school readiness;
- Parenting aspirations, self esteem and parenting skills; and
- Child and family health and life chances.

HERTS SPORTS

Herts sports is the funding of a sports development officer for the Hertfordshire area. The officer coordinates programs to get people more active and to live healthier lifestyles.

96 SHENLEY ROAD

96 Shenley Road is managed by InspireAll on behalf of Hertfordshire County Council. The building is a multi-purpose facility including library, meeting rooms, performance facilities and cafe. Any surpluses are repayable to HCC and any deficits underwritten by HCC.

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

22. RETIREMENT BENEFIT OBLIGATIONS

Defined benefit scheme

The group operates a defined benefit pension scheme.

The amounts recognised in the Statement of Financial Position are as follows:

	Defined benefit pension plans	
	2021	2020
	£	£
Present value of funded obligations	(13,523,000)	(10,431,000)
Fair value of plan assets	<u>11,084,000</u>	<u>9,166,000</u>
	(2,439,000)	(1,265,000)
Present value of unfunded obligations	<u>-</u>	<u>-</u>
Deficit	<u>(2,439,000)</u>	<u>(1,265,000)</u>

The amounts recognised in the Statement of Financial Activities are as follows:

	Defined benefit pension plans	
	2021	2020
	£	£
Current service cost	95,000	193,000
Net interest from net defined benefit liability	29,000	5,000
Past service cost	<u>-</u>	<u>-</u>
	<u>124,000</u>	<u>198,000</u>
Actual return on plan assets	<u>1,763,000</u>	<u>(370,000)</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

22. RETIREMENT BENEFIT OBLIGATIONS - continued

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2021	2020
	£	£
Opening defined benefit obligation	10,431,000	9,630,000
Current service cost	95,000	193,000
Contributions by scheme participants	17,000	32,000
Interest cost	239,000	231,000
Actuarial losses	2,954,000	645,000
Benefits paid	(213,000)	(300,000)
	<u>13,523,000</u>	<u>10,431,000</u>

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2021	2020
	£	£
Opening fair value of scheme assets	9,166,000	9,445,000
Contributions by employer	141,000	133,000
Contributions by scheme participants	17,000	32,000
Expected return	210,000	226,000
Actuarial gains/(losses)	1,763,000	(370,000)
Benefits paid	(213,000)	(300,000)
	<u>11,084,000</u>	<u>9,166,000</u>

INSPIREALL LEISURE AND FAMILY SUPPORT SERVICES

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

22. RETIREMENT BENEFIT OBLIGATIONS - continued

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	2021	2020
	£	£
Actuarial losses	<u>(1,191,000)</u>	<u>(1,015,000)</u>
	<u>(1,191,000)</u>	<u>(1,015,000)</u>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	2021	2020
Equities	59%	48%
Bonds	26%	39%
Property	11%	8%
Cash	<u>4%</u>	<u>5%</u>
	<u>100%</u>	<u>100%</u>

Principal actuarial assumptions at the Statement of Financial Position date (expressed as weighted averages):

	2021	2020
Discount rate	2.00%	2.30%
Future salary increases	3.25%	2.30%
Future pension increases	2.85%	1.90%

Defined contribution scheme

The group operates a defined contribution pension scheme. The assets of the schemes are held separately from those of the group in independently administered funds. The pension cost charge represents contributions payable by the group to the funds and amounted to £408,729 (2020: £194,985).