

FUSION LIFESTYLE

England & Wales · Charity number 1107737

Details

Status Registered

Legal form Charitable company

Company number [05324416](#)

Registered 2005-01-20

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: (A) TO PROVIDE OR ASSIST IN THE PROVISION OF FACILITIES AND SERVICES FOR THE PUBLIC BENEFIT FOR RECREATIONAL, SPORTING OR OTHER LEISURE TIME OCCUPATION IN THE INTERESTS OF SOCIAL WELFARE, SUCH FACILITIES BEING PROVIDED TO THE PUBLIC AT LARGE SAVE THAT SPECIAL FACILITIES MAY BE PROVIDED FOR PERSONS WHO BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL OR ECONOMIC CIRCUMSTANCES MAY HAVE NEED OF SPECIAL FACILITIES AND SERVICES; AND/OR(B) TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION; AND/OR(C) TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE BENEFITS OF HEALTHY LIFESTYLES; AND/OR(D) TO ADVANCE THE ARTS, CULTURE AND/OR HERITAGE; AND/OR (E) SUCH OTHER CHARITABLE PURPOSES BENEFICIAL TO THE COMMUNITY CONSISTENT WITH THE OBJECTS ABOVE AS THE TRUSTEES SHALL IN THEIR ABSOLUTE DISCRETION DETERMINE.

Activities: Operation of sports & leisure centres

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Amateur Sport, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** LONDON AND THE SOUTH EAST OF ENGLAND AND ANY SURROUNDING AREAS.
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	-	-	-	-
2024-03-31	-	-	-	-
2022-12-31	£50,780,000	£57,987,000	£-10,918,000	1865
2021-12-31	£43,922,000	£43,879,000	£-4,003,000	1331
2020-12-31	£48,695,000	£66,877,000	£-3,870,000	2500
2019-12-31	£86,429,000	£85,039,000	£14,453,000	3460
2018-12-31	£80,000,000	£78,609,000	£13,990,000	3134

Trustees

Name	Role	Appointed
MICHAEL NELSON	Chair	
Ann Margaret Sadleir		2024-02-01
Christine Elizabeth Longmire		2019-04-17

Accounts

Consolidated Financial Statements of Fusion Lifestyle Group

For the year ended 31 December 2022

Registered number: 05324416
Charity Registered number: 1107737
(A company limited by guarantee)

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(A company limited by guarantee)

Reference and administrative details of the company, its trustees and advisers

For the year ended 31 December 2022

Nominated Trustees during the year under review

Mr Michael Nelson

Ms Lorraine Zuleta – resigned 31 January 2022

Mr Jonathan Clarke

Ms Harriet Kemp Mr Nicholas E J Wells –
resigned 28 June 2023

Ms Christine Longmire

Mr Ashish Devani – resigned 18 November 2023

Ms Jo-Ann Sadleir – appointed 6 February 2024

Company registration number

05324416

Charity registered number

1107737

Registered office

3 & 4 Blake House Schooner Court, Crossways Business Park, Dartford, DA2 6QQ

Chief executive

Mr A Cawley

Independent auditor

McCabe Ford Williams, Building 1063, Cornforth Drive, Kent Science Park,
Sittingbourne, Kent, ME9 8PX

Bankers

National Westminster Bank, 280 Bishopsgate, London, EC2M 4RB

Solicitors

Winckworth Sherwood, Minerva House, 255 Blackfriars Road, London, SE1 9AX

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

The Trustees present their annual report together with the audited financial statements of Fusion Lifestyle (the charity) and its subsidiaries for the year ended 31 December 2022, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the charity's governing document, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2019).

The accounting reference date is 29 December 2022, however, as is permitted the accounts have been made up for the period 1 January 2022 to 31 December 2022.

Structure, governance and management

Fusion Lifestyle is a charity and charity limited by guarantee. The governing documents are its Memorandum and Articles of Association which were adopted on 5 January 2005. The group comprises of Fusion Lifestyle, Active Life (wholly owned subsidiary) that provides leisure facilities and community led projects across Kent and Virgin Active Management Limited, which operates a small pension scheme and is a non-trading entity within the Fusion group.

The Members are the guarantors of the charity and each has undertaken to contribute such amount as may be required (but not exceeding £1) to the charity'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 charity'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 contributories amount themselves.

The Trustees are the Trustees of Fusion Lifestyle in accordance with the Charities Act 2011 and they are also directors in accordance with the Companies Act 2006. The Board is made up of voluntary individuals with relevant corporate skills and an interest in our work.

Method of recruitment and appointment

Board members are recruited through open advertisement in our facilities, local press and national press. Selection is conducted by a board committee (supported by the executive team (ET) and independent advisors as appropriate) which evaluates the skills and experience of applicants against relevant criteria using assessments, tests and interviews.

Policies adopted for the induction and training of Trustees

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

All board members receive induction and training conducted by the charity secretary, legal advisors, chair and executive team. Training includes briefing on charitable, statutory and fiduciary duties, the role of board members along with business planning and strategy.

Organisational structure and decision making

Day-to-day management of the organisation in pursuit of the Business Plan is delegated to the Chief Executive within agreed parameters and constraints. The Chief Executive reports to the sub-committees and to the Board.

Risk management

The Trustees are responsible for identifying major risks to which the charity is exposed and for reviewing the systems in place to mitigate these risks. Risk assessment is conducted by the Trustees and Chief Executive as part of annual business planning and appropriate action plans and systems of control established. These are kept under review by the Trustees on an ongoing basis and are subject to continuous independent audit and scrutiny.

Objectives and Activities

Policies and objectives

Our Vision

To be the first-choice leisure organisation, delivering excellent standards in healthy active leisure.

What does this mean?

- We continually evaluate the market to ensure we have the best products and programmes.
- We consistently provide standards that meet and exceed customer expectations.
- We offer an outstanding employee engagement proposition.

Our Mission

To provide inclusive and accessible sport and leisure for health, vitality, and wellbeing.

What does this mean?

- We are intent on providing the very highest quality sport and active leisure services that are enjoyed by all members of the community at affordable prices.
- We overcome barriers to ensure we are continually increasing participation.

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

Our Values

We hold our three Core Values close to our heart and we look for team members who will live and breathe these.

- We put the customer first
 - We are a customer centric organisation, our aim is to deliver a great customer experience.
- We will make it happen
 - We have a 'can do' attitude, our employees take ownership for innovation and consistently providing great service.
- We only accept the best
 - Fusion employees are the key to our success. We recruit employees who will be intent in providing the best service and quality experience for our customers.

Policies and objectives – continued

The charity's objectives are based on four key pillars that each cover both the short and long term given the financial position of the group.

The 4 key pillars are:

- Engaged, agile and motivated workforce
- Revenue development
- Product development and systems innovation
- Environmental footprint

The four pillars are detailed further within the funds materially in deficit paragraph within the financial review of the report.

The charity's principal objects are:

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

- to provide or assist in the provision of facilities and services for recreation and other leisure pursuits in the interest of social welfare across the UK and for the benefit of the public. These facilities extend to those in need of special services and consider their age, infirmity or disability, poverty, social and economic circumstances to ensure full inclusivity
- to promote community participation in healthy recreation
- to advance the education of the public in the benefits of healthy lifestyles
- to advance the arts, culture and/or heritage

Community services are provided from a range of facilities operated both independently and in partnership with educational establishments and local authorities. The facilities are in various locations including Bedfordshire, Buckinghamshire, Bath, City of London, Devon, Essex, Ipswich, Kent, London Borough of Enfield, London Borough of Haringey, London Borough of Lambeth, Leicestershire, Newcastle, Oxford, Somerset and Surrey.

The charity operates a diverse range of over 60 community sport and leisure facilities, including:

- indoor swimming pools
- health and fitness centres
- 6 lidos and outdoor pools
- sports halls and sports facilities
- ice rink
- golf course, driving range, pitch & putt golf course
- outdoor activity venues
- indoor tennis centres
- indoor bowls centres
- athletics stadia
- outdoor football pitches

Financial risk management objectives and policies

The charity uses financial instruments, comprising borrowings, finance leases, cash and various other items such as trade debtors and creditors that arise directly from

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

its operations. The main purpose of these financial instruments is to raise finance for the charity's operations. The main risks arising from the group's financial instruments are interest rate risk and liquidity risk.

Interest rate risk

The charity finances its operations through a mixture of reserves, bank borrowings and finance leases. The charity's exposure to interest rate fluctuations on its bank borrowings is managed using fixed interest rates.

Liquidity risk

The charity seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable commitments and to invest in assets that enhance safety and maximise profitability. The charity policy throughout the year has been to ensure that an appropriate mix of both debt and cash is available, which aligns with the charity's investment strategy. Short term flexibility is achieved through the charity's cash reserves and was significantly supplemented by medium term lending from the Coronavirus Large Business Interruption Loan Scheme (CLBILS) in late 2020.

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For the year ended 31 December 2022

Strategic Report

Achievements and performance in 2022

Once again, activity in 2022 was dominated and shaped by the Covid 19 pandemic and the impact felt across the Leisure sector. The effect of the Omicron strain at the start of the year was to significantly reduce normal customer revenues during the first quarter of the year. Despite the impact of the crisis, the organisation has remained resolute and managed to grow trading income by 65% year on year and received the following nominations.

UKActive Awards

- Regional Club/Centre of the year (South) Ivybridge Leisure Centre
- Healthy Communities Award – Sport for Confidence at Witham Leisure Centre
- Diversity & Inclusion Award – Zebra's Swim School in Enfield
- Jan Spaticchia Special Recognition Awards – Anthony Bryan (Southbury Leisure Centre)

To support the operational delivery cost base also grew by 30% year on year to reflect the increase in activity across the portfolio. In addition, significant investment was made available to the four contracts awarded 5-year and 3-year extensions respectively in early 2022. In addition, the organisation received little donation income throughout the year and had to rely on effective working capital management amidst challenging and turbulent macro-economic condition.

Thereafter management focus was on growing income and preserving cash. Income growth in 2022 reflects the partial recovery of the membership and various localised strategic recovery plans. Expenditure reflects the significant cost of maintaining fully operational sites and where necessary, lifecycle costs to maintain aging assets across the estate.

In response to these challenges the group and charity has further implemented comprehensive improvements to its operations. The customer journey has been overhauled with radical changes to booking and admissions systems that place greater emphasis on pre-booking and on-line transactions. Opening hours and activity programmes have been modified and aligned closely with customer demand with agile response built-in to manage fluctuations in that demand.

Customer feedback on the new protocols is positive, both in terms of safety and quality of experience. The changes to operating protocols and the revised demand levels following multiple national lockdowns in 2021 have had significant consequences on the organisations cost base, particularly staffing and energy costs. The resulting consequence has led to significant full year operational losses. These

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unsustainable losses were the catalyst to seek financial support from our Local Authority partners in the form of management fee relief.

In terms of new business, 2022 saw the award of Cleveland Pools – a fully restored national heritage lido in the heart of Bath. The contract operates on a 125-year long term lease and is viewed as a key strategic site with other heritage site opportunities in the pipeline, including Broomhill Lido in Ipswich.

Fusion is the nominated partner to Ipswich Borough Council to work on the restoration of an old derelict site into a new “state of the art” lido for the wider benefit of the local community and tourists with works expected to start in late 2024. The events of 2022 have culminated in the Group making a deficit of £6.9m. This deficit is disappointing but still a significant improvement on prior year trading losses of c.£13m (after excluding government grants and insurance income).

2022 KPIs

During normal operations Management is targeted on:

- like for like growth in total customer payments and subscription income.
- membership database size.
- pay costs as a proportion of generated income.
- NPS scoring and customer satisfaction levels.

Now the business is fully operational and trading under normal conditions, focus has once again returned to ensuring these metrics meet expectation levels. In 2023 and beyond, the focus remains on EBITDA performance and treasury management to ensure key business plan and revised financial covenants are met for the longer-term stability of the organisation. **Public benefit**

In setting our objectives for the year and planning our activities, the Trustees have considered the Charity Commission guidance on public benefit, including the guidance ‘Public Benefit: running a charity (PB2)’. Fusion sets out to have a positive impact on the local communities living around the facilities it manages. Our objective is to deliver high quality sport, health and wellbeing services that are inclusive and accessible to all without stigma or inequity. We overcome barriers to participation, including socio-economic, age, gender, disability, cultural and ethnicity.

Despite the financial difficulties encountered in 2022, Fusion managed to deliver many of its normal communitybased activities. However, overall programme and attendance were massively reduced compared to previous years. Our public benefit is summarised under the headings below:

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In 2022 our Social Value Contribution was estimated to be over £70 million. Social Value displays the value generated through physical activity at the leisure centres in monetary terms, based on research conducted by Sheffield Hallam University.

The four categories that make up social value are:

- Physical and mental health
- Subjective wellbeing
- Individual development
- Social and community development

The more people visit, and especially those disadvantaged by health inequalities, the more the benefits multiply to the wider economy. We should add that figures are based on tracked visits where we have unique data information on individuals accessing facilities so elements of the value we add, especially community-based outreach are not calculated and would be of additional benefit.

Investment

Over the past 20 years Fusion has completed c£200m of investment with our local authority partners and funding bodies such as Sport England & Heritage Lottery Fund. This programme has brought significant and improved amenity to our local communities, adding to the quality and variety of services, and enhancing community wellbeing. We have re-instated 17 disused and dilapidated facilities, bringing to the community new and enlarged swimming pools, health and fitness facilities, children's activity facilities, sports halls, outdoor sports amenities and cafés.

In 2022 Fusion invested over £3m in new gym kit and refreshed studios across the 4 extended contracts. Fusion has similar projects in the pipeline which it plans to progress once the charity starts to generate a significant uptick in trading performance, culminating in sustained month on month profitability and improving cash reserves to meet its short to mid-term obligation and secure new debt finance.

Affordability and Equity of Access

A concessionary pricing structure is in place across the portfolio to enable all disadvantaged and low-income communities' full access to our services.

In 2022 Fusion operated:

- Targeted programmes within deprived areas to encourage participation;

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For the year ended 31 December 2022

- Targeted programmes specifically for the inactive;
- Funded programmes of sports coaching with free places for children;
- Free access to leisure centres for looked-after children.

2022 in numbers

- 35,525 participants in all sports community and development related activity □
2,048 referrals received into our health programmes.
- £588,947 Grant Funding

Young People

Targeted activities included:

- Teaching young people to swim
- Delivery of Autism swimming lessons for young people
- Delivery of Street Games programmes for young people
- “Looked After Children” and children in care programmes
- Sport Camps during holidays to help working parents
- Challenge You-Inactive kids programme targeting NCMP referrals
- Discounted swim access for under 16s
- Child weight management programmes
- Sponsorships of young people in the London Youth Games, Mini Marathon, and local sports awards
- Development of new sports clubs and continued support to local clubs, coaches and volunteers
- Delivery of School Competitions including Swimming Galas
- Training, competitions and sustainable pathways in partnerships with national governing bodies
- Outreach events, taster sessions and multi-sport sessions
- Junior Membership and delivery of Junior Gym sessions targeting under 19’s
- “Performance Tennis” in partnership with the LTA providing pathway to regional and national competitions
- Partnership with Youth Services and Youth Offending Teams including concessionary access
- Delivery of crime prevention sessions including knife-related crime aimed at teenagers from deprived areas
- Youth Card project aiming to reduce anti-social behaviour and engaging the inactive
- Youth outreach sessions funded by the Police & Crime Commission scheme to offer activities in areas of high ASB
- Active Girls programmes targeting inactive girls between 12-16 years old
- Delivery of Friday Night Projects across the organisation encouraging young people to stay off the streets and into programmed activity

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Disabled People

In 2022 activities to promote accessibility and awareness included:

- Free swimming lessons for people with disabilities.
- Extensive staff training in disability awareness, deaf awareness and advanced fitness instruction
- Installed new Pool Pods into several pools
- Delivery of swimming lessons for children who have special educational needs
- Free bespoke sessions and open days for families with disabled children enabling joint activities
- Dementia sessions, including walking football, Nordic walking, seated exercise and dance
- Specialised sports sessions including wheelchair basketball, football and tennis, Boccia, trampolining, swimming, and badminton
- "Short Breaks" programme for carers
- Sports Days for visually impaired
- "Active Body Healthy Minds" programme in partnership with the Charity Mind
- Active with Ease Programme for people with long term health conditions
- Challenge ME multi-sport sessions held to offer sport plus coping strategies for people wishing to improve mental wellbeing
- Delivery of Frame Football for young people with cerebral palsy
- Worked in partnership with Sport for Confidence to deliver tailored programmes

Older People

In 2022 activities to promote accessibility and awareness included:

- Specialist 60+ sessions including swim, gym, class and sports activity for an all-in price
- Public Health programmes for exercise referral, cardiac & stroke rehabilitation, falls prevention and health walks
- Dementia Friendly sessions delivered across the organisation
- Minimal impact alternative sports including walking versions of Football, Netball, Hockey, and Cricket
- "Health Hub" in partnership with Age UK running taster sessions
- Older peoples "No Strings" and "Essentials" badminton sessions
- Men's Health, offering health MOT's and cancer awareness
- Chair based exercise classes in partnership with community housing organisations
- Escape knee pain sessions and stop smoking advice sessions
- Expansion of the Young at Heart programme
- Mindfulness and Relaxation workshops to promote health and wellbeing

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For the year ended 31 December 2022

- My-Zone programme with Heart Smart participants demonstrating opportunity to reduce NHS costs
- Healthy Choices Day promoting food awareness and diabetes prevention
- National Diabetes Prevention Programme
- Mental Health awareness and support programmes
- Delivery of physical activity sessions, targeting residents with Parkinson's, Multiple Sclerosis and Dementia
- Delivery of multi-sports sessions designed for care homes and to give the clients seated exercise including dementia-based sessions
- Cardiac tennis sessions to support people transitioning from cardiac rehab programme to everyday exercise

Women

In 2022 activities to promote accessibility and awareness included:

- Delivery of This Girl Can programmes
- Delivery of Women's Beginner, Intermediate and Advanced Running Groups
- "Back to Netball" and "Walking Netball" sessions in partnership with the national governing body □ Women's Tennis and Women Only Swimming.
- Delivery of swimming and gym sessions for Muslim women
- Specially designed sessions for new mothers such as "Legs Bums, Buggies and Mums"
- Parent & toddler ice skating sessions
- Women's Get Active Programme, delivering exercise classes in community venues
- Women Time providing exercise classes for the victims of domestic violence
- Women's only Squash and Badminton Programmes
- Active Mums Cycling Project

Community and Health Programme

Fusion promotes sport and active leisure participation to the widest possible community and engages with those who do not normally take part in active leisure.

In 2022 our programme included:

- Participation in national fund raising and awareness events including Race for Life
- Organisation and support for fun runs, five-a-side tournaments, health events, school & local council fairs.
- Local volunteers delivering programmes such as walking for health across the organisation

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For the year ended 31 December 2022

- Delivery of open days where the local community are invited to use facilities free of charge
- Community placements and work experience for young people
- Active for Life Programme delivering EOR, Cardiac Rehab and Stroke Rehabilitation
- Host Coach and Teacher Education courses
- Workplace Health programmes
- Delivery of the FANS scheme offering Free Access to National Young Sportspeople
- The Wellbeing Café Project in Charnwood providing safe place for people with Mental Health challenges □ Delivery of a range of activities for National Fitness Day across all sites.
- Partnerships with Good Gym, Our Parks & Beat the Street to increase physical activity and wellbeing

Fusion also started the Fusion Sporting Academy which helps athletes to become a success in their chosen discipline. Fusion is keen to support local sports talent to help aspiring individuals become national and international competitors.

Financial review

Principal risks and uncertainties

The principal risks and uncertainties facing the company are:

- Macro-economic conditions (cost of living crisis)
- High energy costs
- Financial covenant defaults
- Health & Safety compliance

In 2022 Fusion has actively responded to the pandemic and its associated disruption and challenges. The business has been restructured in response to reduced participation which is expected to steadily recover over the coming years. The charity has remained resolute and robust in the face of extremely difficult trading conditions.

Operating protocols have been overhauled and remain under constant review by our experienced Health and Safety team to ensure our facilities are safe for the benefit of our staff and customers. The customer journey has been changed radically with greater emphasis on pre-booking and on-line transactions. The charity now has a clearly defined Digital & Business Transformation project that will include new websites and mobile application platforms alongside improved business practises managed within a new ERP system. The project goes live in late 2023 and is expected to take between 18 and 24 months to complete.

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For the year ended 31 December 2022

In the short to medium term Fusion is principally concerned with the following:

- **The macro environment** – which has seen significant increases to interest rates that has resulted in a national cost of living crisis
- **Geo-political environment** – following the Russian invasion of Ukraine and the impact on energy prices
- **Continual impact of Brexit on the supply chain** – particularly across the construction sector with lead time extensions and rising prices for raw materials

To the extent that if revenues do not gain significant traction, Fusion can flex its cost base to protect cash generation as it did during the last 2 years.

Fusion can flex wet and dry side programmes at short notice to reduce instructor and space costs. Fusion's key supply contracts contain volume variance mechanisms to reduce contractual payment where there is reduced activity or sites to cover.

Fusion received c.9.2 million visitors in 2022 performing physical activities across 60 sites ranging from ice rink to outdoor lidos in 2022. This environment combined with improved health & safety regimes pose new challenges alongside maintaining exacting standards across the workforce. The charity uses its in-house and external technical experts to:

- keep the charity up to date on regulatory changes and best practice
- design, maintain and review policies and procedures
- design and operate a comprehensive audit programme
- report audit findings and other issues to the Trustees

A significant part of the charity training and induction activity is focused on health & safety and seeks to embed the relevant knowledge and behaviours in each staff member.

Reserves policy

Each year the Trustees review the risks and opportunities facing the charity and those that have crystallised in previous years and set the reserves target accordingly. These targets have been updated to reflect the requirements of the new facility extension (CLBILS) agreement secured with the bank.

The Trustees do not have a reserves policy in place due to the current financial position of the group and charity. The focus is on maintaining cashflow in the short term as detailed later in the report with a view to improving the financial position in the medium to long term whilst meeting the covenants below.

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For the year ended 31 December 2022

Gross Leverage: (i) Gross Borrowings to (ii) EBITDA for each 12-month period ending on the last day of a financial quarter, with first testing on the revised date of 30 September 2024.

Cash Flow Available for Debt Service/Debt Service Coverage: (i) CFADS to (ii) Debt Service Liability for each 12-month period ending on the last day of a financial quarter, with first testing on 31 March 2024.

Fixed Charge Cover: (i) EBITDA adding back Rent costs and Management Fees payable to Councils, to (ii) Borrowing Costs plus Rent costs and Management Fees payable to Councils for each 12-month period ending on the last day of a financial quarter, with first testing on 31 March 2024.

On 31 December 2022 net reserves were £10.9m in deficit (2021: £4m) all of which were unrestricted funds meaning the group and held £nil restricted funds (2021: £nil). The pension reserve, which is considered part of unrestricted funds, was £nil (2021: £204k in deficit).

Going concern

The continued recovery from the COVID-19 pandemic along with the impact of the cost of living crisis and the war in Ukraine negatively impacted the group and charity's results in the current financial year. Management has produced forecasts that have been sensitised to reflect plausible downside scenarios and the wider economic conditions, which have been reviewed by the directors. These demonstrate the Group is forecast to generate further losses and reduced cash reserves in the period ending 31 March 2024.

Securing Management Fee support packages with Local Authorities is essential to ensure the Group has sufficient cash reserves to enable the Group to meet both its short and mid-term obligations as they fall due and continue to operate as a going concern.

In addition, the charity has been in extensive renewal negotiations with the bank to re-finance the £13m CLBILS loan which had been due to be repaid in full by November 2023. Discussions with the bank regarding the loan facility have now concluded and an 18-month extension until May 2025 has been agreed. New financial covenants have been placed on the organisation that align to the revised 5-year business and financial projections, prepared by the Executive Team (ET) and shared with the bank, external independent auditors and our Local Authority partners.

On the basis the facility extension agreement has now been awarded, the Trustees are satisfied that the Group has adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis for preparing these financial statements. The refinancing of the loan and the revised financial covenants do still represent a material uncertainty, along with other events and conditions detailed in accounting policy 1.2, that may cast doubt on the group and

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

charitable Charity's ability to continue as a going concern and therefore whether the group and charitable Charity will realise its assets and settle its liabilities in the ordinary course of business at the amounts recorded in the financial statements.

Fund materially in deficit

As shown in the reverse policy, at 31 December 2022 net reserves were £10.9m in deficit. The going concern section above details reasoning for the deficit and actions taken. These actions support the group and Charity's revised business plans and financial projections, in which the business is forecasted to be cash generative, able to service fixed charges with a suitable cover margin and generate a low surplus from the 2025/26 financial year. Although there is still the inherent risk that the wider economy and consumer spending will remain suppressed given a backdrop of high interest rates and inflation, that have significantly impacted consumer spending and contributed to a cost-of-living crisis.

The charity's long term Business Plan comprises of four key pillars:

1. Engaged, Agile and Motivated workforce 2. Revenue Development 3. Product Development and Systems Innovation 4. Environmental Footprint

These four strategic pillars are underpinned by detailed strategic objectives to address short, medium and long-term priorities.

Examples include:

- An enhanced senior leadership team to ensure the effective implementation of the strategy and that teams are supported and developed at every level.
- A cross functional working approach to ensure the delivery of commercial objectives off the back of a collective package of strategic approaches.
- A product and digital transformation programme that will positively impact every aspect of their products and systems and associated staff and customer experience.
- Industry leading initiatives to reduce environmental costs and footprint.

The Charity's objectives will deliver exciting new products and services which are aligned to their vision, mission and values, and will deliver their ambitious plans for the next 5 years.

Management regularly monitors performance of the business plan with the senior leadership teams to further enhance both strategic (long-term) and tactical (short term) decision making. In addition, project steering committee meetings have been

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

established to ensure key project milestone events are consistently met or rescheduled to support other critical project workflow streams.

Despite the challenging outlook the Trustees and Management remain confident about the long-term viability of the business and its future development prospects, subject to securing the proposed management fee support packages presented to a select few Local Authority partners.

Related parties and co-operating with other organisations

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity must be disclosed to the full board of trustees in the same way as any contractual relationship with a related party. In the current year, no such related party transactions were reported.

Pay policy for senior staff

The pay and remuneration of key management personnel is set with reference to:

- the scale, complexity, and impact of the roles.
- benchmarking against similar sized organisations in the charity's operating sector.

Annual pay reviews take account of the following:

- market comparators
- the cost of living
- the charity's development
- the charity's performance against its objectives

Funding sources

Fusion normally funds its activity from a mix of working capital, cash reserves and external finance for long term investments. In 2022 the charity did not receive any major grants and the business was funded by working capital. This led to a significant reduction in cash reserves as outlined in the consolidated balance sheet (page 24).

Expenditure & key objectives

Most expenditure is incurred directly in the staffing and maintenance of the facilities where our services are delivered. Additionally, Fusion invests in:

- its infrastructure to improve efficiency & customer experience

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

- marketing to reach more customers including target groups and increase overall activity levels
- training and development to improve customer experience as well as provide better careers for Fusion employees.

Plans for future

Fusion's overarching strategy is to achieve its new financial covenants through a combination of targeted income growth and tight fiscal control on all expenditure. In addition, the charity must ensure it maintains strong cash reserves as part of its new covenant targets.

To achieve this, the business will follow six key strategies:

- deliver excellent services and facilities
- develop carefully identified new business and partnerships
- develop our people
- achieve stability and growth in our existing operations
- continue to improve efficiencies and effectiveness
- develop our key partnerships

The four pillars will be the group's main focus to achieve its objectives for the foreseeable future as the group continues to work through the challenging environment it finds itself in. The four pillars are detailed further within the funds materially in deficit paragraph within the financial review of the report.

Gender pay gap

Fusion is committed to being an inclusive workplace. The Gender Pay Gap Reporting is just one way of us monitoring and demonstrating inclusivity.

We are pleased the Civil Society recognised Fusion had the highest median gender pay gap from all charities in the UK in favour of women.

This means Women earn £1.39 for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 39% higher than men's.

Promoting the success of the company

Strategy and business objectives are agreed by the board of management annually and set out in the organisation's business plan. The Board meets quarterly to review progress and to make decisions accordingly. Board Papers and discussion as a matter of course have regard to:

- the consequences of any decision in the short, mid and long term

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

- the interests of the charity's employees
- the need to foster the charity's business relationships with suppliers, customers and others
- the impact of the charity's operations on the community and the environment
- maintaining the charity's reputation for exacting standards of business conduct □
the need to act fairly between members of the charity

Employee involvement and employment of people with disabilities

All employees have the opportunity for training, career development and promotion in accordance with their skills and ability. The charity keeps all employees informed of matters affecting them by daily site meetings, weekly bulletins and quarterly corporate newsletters and takes account of their views.

The charity recognised its responsibility under the Disability Discrimination Act 1995 and has continued to ensure that disabled employees are given consideration on an equal basis with other candidates in respect of all areas of employment, including recruitment, training, career development and promotion. We endeavour to promote continuing employment and where necessary, arrange appropriate training for employees who have become disabled during their employment.

The charity has implemented a range of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the charity's Equal opportunities policy, the charity 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's offices.

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

Engagement with suppliers, customers and others in a business relationship with the charity

Key suppliers are subject to competitive selection and in exceptional cases, long term contracts will be awarded. Monthly meetings review contract delivery and Fusion business performance. With key suppliers there is an elevated level of collaboration on the development of product and service specification to ensure they meet long term business and customer needs.

Relationships with suppliers is critical to maintaining operational standards. Despite the financial pressures Fusion has not requested the write-off of any trade creditor balances and has entered agreed staged payment plans to ensure all debts are eventually honoured in full.

Under normal circumstance the nature of Fusion business activity necessitates significant direct and close interaction between our staff and our customers which is why staff selection and training focuses on customer engagement. These interactions have had to be moderated post-Covid and therefore there is more reliance on digital media and in particular social media posts on relevant local material.

Fusion encourages all forms of customer feedback, previously including “Meet the Manager” events. Most of this feedback is on-line. Fusion has built an application that collates all feedback irrespective of medium which permits daily reporting and management response.

Streamlined energy and carbon reporting

UK Greenhouse gas emissions and energy use data for the period 1 January to 31 December:

	2022	2021
Energy consumption used to calculate emissions (kWh)	97,765,863	78,388,370
Energy consumption break down (kWh):		
Gas	71,624,189	57,335,208
Electricity	25,761,145	20,801,957
transport fuel	380,529	251,205
Scope 1 emissions in metric tonnes CO ₂ e		
gas consumption	12,892	10,502
fugitive Emissions	nil	Nil
Total scope 1	12,892	10,502

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

Scope 2 emissions in metric tonnes CO2e Purchased electricity	4,982	4,417
Scope 3 emissions in metric tonnes CO2e		
Business travel in employee owned vehicles	94	452
Emissions from transmissions and distribution of electricity	456	-
Total scope 3	550	452

Streamlined energy and carbon reporting

Total gross emissions in metric tonnes CO2e	18,424	15,370
Intensity ratio		
Tonnes CO2e per leisure centre visit	0.0021	0.0035

Quantification and Reporting Methodology

We have followed the HM Government Environmental Reporting Guidelines March 2019. We have also used the GHG Reporting Protocol – Corporate Standard and the 2022 Government GHG Conversion Factors for Company Reporting.

Electricity and gas kWh is measured by using Half-Hourly data where available, with in-house meter reads used as a secondary measure. Electricity emissions include those associated with transmission and distribution.

Business travel emissions are calculated as per greenhouse gas reporting conversion factors 2022.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per leisure centre visit.

Measures taken to improve energy efficiency

Fusion Lifestyle operate an Environmental Management System as part of our Integrated Management System (IMS) and are certified to ISO14001:2015 with annual audits in place to assess compliance against this standard. Furthermore there is an Environmental Strategy in place which covers the period 2012-2024 which sets

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

out the processes and actions Fusion take to improve environmental and energy management. An Energy Strategy is also being developed in collaboration with an external consultancy. This started in late 2021 and will continue to be developed through into 2023.

We develop centre-specific management plans in the form of our Environmental Implementation Plans (EIP). The EIP incorporates Fusion-wide corporate environmental objectives and targets, supported by centre specific targets. The centre-specific targets reflect and complement the corporate targets, while giving the local centre management the opportunity to customise their environmental plans to fit their own needs, priorities and aims.

We embed energy efficiency behaviours into daily activities through our daily F360 standards checks. Furthermore, the Energy & Environment manager undertakes ongoing monitoring of energy consumption through half-hourly AMR data to identify sites which could reduce their energy consumption. A programme of in-house site energy audits was also developed to monitor compliance with operational standards and to identify measures to improve energy efficiency.

Fusion Lifestyle looks to implement energy efficiency measures where technically and financially feasible. Currently we are looking to install Solar PV on six sites in the South West. Another project was successful with an application to the Salix PSDS Phase 3b funding and Fusion were awarded c.£650k in order to install energy efficiency measures and decarbonisation works as part of a wider redevelopment at one of our leisure centres.

Trustees' responsibilities statement

The Trustees (who are also directors of Fusion Lifestyle for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:

Trustees' Report incorporating the strategic report

For the year ended 31 December 2022

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP
- make judgments and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to auditors

The Trustees confirm that:

- so far as that each Trustee is aware, there is no relevant audit information of which the company's auditor is unaware, and
- that each Trustee has taken all the steps that ought to have been taken as Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

McCabe Ford Williams were appointed auditors on 21 October 2019 to fill a casual vacancy in accordance with section 485(3) of the Companies Act 2006.

This report, incorporating the Group strategic report, was approved by the Trustees, in their capacity as company directors, on 11 March 2024 and signed on their behalf on 11 March 2024 by:

Mike Nelson

Mr M Nelson
Chairman

Independent Auditor's Report to the Members of Fusion Lifestyle

Opinion

We have audited the financial statements of Fusion Lifestyle (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Cash Flow Statement 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, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources including the group's 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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.

Material uncertainty related to going concern

We draw attention to note 1.2 in the financial statements which indicates that the continued recovery from the COVID-19 pandemic which had previously negatively impacted results, along with impact of the cost of living crisis and the war in Ukraine, detrimentally impacted the group and charity's results in the current financial year. As stated in note 1.2 these events or conditions, along with other matters as set forth in note 1.2 indicate that a material uncertainty exists which may cast significant doubt on the Group and parent charitable company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Independent Auditor's Report to the Members of Fusion Lifestyle

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees Report, other than the financial statements and our independent auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report, prepared for the purposes of company law, included in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report included in the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included in the Trustees' Report.

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

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

Independent Auditor's Report to the Members of Fusion Lifestyle

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 18 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Auditor's responsibilities for the audit of the financial statements - continued

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and our experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group

Independent Auditor's Report to the Members of Fusion Lifestyle

and parent charitable company, including, but not limited to, the Companies Act 2006 and UK tax legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Group's and parent charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- reviewed management contracts where contract variations had arisen;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and the relevant regulator.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Committee of Management and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

Independent Auditor's Report to the Members of Fusion Lifestyle

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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

L

Clair Rayner FCA DChA (Senior
Statutory Auditor) for and on behalf of
McCabe Ford Williams Statutory
Auditors and Chartered Accountants
Building 1063
Cornforth Drive
Kent Science Park
SITTINGBOURNE
ME9 8PX

Date: 11 March 2024

Independent Auditor's Report to the Members of Fusion Lifestyle

Consolidated Statement of Financial Activities (incorporating consolidated income and expenditure account)

For the year ended 31 December 2022

		Unrestrict ed	Restrict ed	Total	Total
	Note	funds 2022	funds 2022	funds 2022	funds 2021
		£000	£000	£000	£000
Income:					
Income from charitable activities:					
Community sports services	3	50,734	-	50,734	30,760
Investment income	4	4	-	4	1
Donation income	5	7	35	42	10,661
Other income	6	-	-	-	2,500
Total income		50,745	35	50,780	43,922
Expenditure on:					
Expenditure on charitable activities:					
Operation of community sports services	7	57,952	35	57,987	43,879
Total expenditure		57,952	35	57,987	43,879
Net income and net movement in funds for the year		(7,207)	-	(7,207)	43
Actuarial (losses)/gains on		292	-	292	594

defined benefit pension schemes

Net movement in funds	(6,915)	-	(6,915)	637
Reconciliation of funds:				
Total funds brought forward				
As previously reported	(4,003)	-	(4,003)	(3,870)
Prior period adjustment	-	-	-	(770)
	(4,003)	-	(4,003)	(4,640)
Total funds carried forward	(1,910)	-	(1,910)	(4,003)

All income and expenditure derive from continuing activities.

The consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 27 to 50 form part of these financial statements.

Fusion Lifestyle (Registered no. 05324416)

(A company limited by guarantee)

Consolidated Balance Sheet

As at 31 December 2022

		2022		2021	
	Note	£000	£000	£000	£000
Fixed assets					
Intangible assets			333		402
	11				
Tangible assets	12		21,114		19,886
			21,447		20,288
Current assets					
Stocks		124		73	
Debtors	14	4,933		2,320	
Cash at bank and in hand		623		6,628	

		5,680	9,021
Creditors: amounts falling due within one year	15	(7,101)	(7,498)
		(1,4)21	1,523
Net current assets/(liabilities)			
Total assets less current liabilities		20,026	21,811
Creditors: amounts falling due after one year	16	(20,990)	(19,386)
Accruals and deferred income	18	(8,854)	(6,224)
Net assets excluding pension liability		(1,91)08	(3,799)
Provisions for liabilities	19	(1,100)	(1,100)
Defined benefit pension scheme liability	28	-	(204)
Net assets including pension liability		(10,918)	(4,003)

Charity Funds

Restricted funds		-	-
Unrestricted funds:			
Unrestricted funds excluding pension liability		(10,918)	(3,799)
Pension reserve		-	(204)
Total unrestricted funds		(10,918)	(4,003)
Total funds of the group	21	(10,918)	(4,003)

The financial statements were approved by the Trustees on 11 March 2024 and signed on their behalf by Mike Nelson.

Mike Nelson

The notes on pages 27 to 50 form part of these financial statements.

Fusion Lifestyle (Registered no. 05324416)

(A company limited by guarantee)

Company Balance Sheet

As at 31 December 2022

2022

2021

Net assets excluding pension liability

Defined benefit pension scheme liability	28	_____ -	-	_____ (204)
--	----	---------	---	-------------

Net assets including pension liability)

_____ (10,130)	-	_____ (3,505)
----------------	---	---------------

The funds of the charity

Restricted funds:

-	-
---	---

Unrestricted funds:

Unrestricted funds excluding pension asset /

-	-
---	---

(liability

(10,130)	(3,301)
----------	---------

ty)

Pension reserve

-	_____ -	-	_____ (204)
---	---------	---	-------------

Total unrestricted funds

_____ (10,130)	_____ (3,505)
----------------	---------------

Total charity funds

21	_____ (10,130)	_____ (3,505)
	30)	5)

The financial statements were approved by the Trustees on 11 March 2024 and signed on their behalf by Mike Nelson. **Mike Nelson**

The notes on pages 27 to 50 form part of these financial statements.

Fusion Lifestyle

(A company limited by guarantee)

Cash flows from investing activities:

Purchase of intangible fixed assets	(31)	-
Purchase of tangible fixed assets	202	202
	(5,32)	(2,03)
Interest received	51	71
Interest paid	(199)	(2,00)
	(134)	50
Cash flows from operating activities	(96)	(60)
	6)	9)
Net cash provided by operating activities	22	4

Consolidated Statement of Cash Flows

Cash flows from financing activities:

Repayments of borrowings	(669)	(1,16)
		3)
Repayment of loan and finance lease obligations	(966)	(2,08)
		5)2)
Cash inflows from new finance leases	1,451	-

For the year ended 31 December 2022

Change in cash and cash equivalents in the year

	(6,005)	954
Cash and cash equivalents brought forward	6,328	5,67
Net cash used in investing activities	2	8
Net cash provided/(used) by financing activities	(184)	
Cash and cash equivalents carried forward	23	

Notes to the Financial Statements

For the year ended 31 December 2022

1. Accounting Policies

Fusion Lifestyle is a private company limited by guarantee, registered in England and Wales. The company is also a charity registered in England and Wales. The company number, charity number and registered office can be found on the company information page. The presentation currency is GBP and numbers are rounded to the nearest thousand.

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, unless otherwise stated in the relevant notes(s) to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Companies Act 2006.

Fusion Lifestyle meets the definition of a public benefit entity under FRS102.

The Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the

Companies Act 2006.

1.2 Going concern

The continued recovery from the COVID-19 pandemic along with the impact of the cost of living crisis and the war in Ukraine negatively impacted the group and charity's results in the current financial year.

Securing support packages with Local Authorities is essential to ensure the Group has sufficient cash reserves to enable the Group to meet both its short and mid-term obligations as they fall due and continue to operate as a going concern.

Notes to the Financial Statements

For the year ended 31 December 2022

In addition, the charity has been in extensive renewal negotiations with the bank to re-finance the £13m CLBILS loan which had been due to be repaid in full by November 2023. Discussions with the bank regarding the loan facility have now concluded and an 18-month extension until May 2025 has been agreed. New financial covenants have been placed on the organisation that align to the revised 5-year business and financial projections, prepared by the Executive Team (ET) and shared with the bank, external independent auditors and our Local Authority partners.

The Trustees consider it appropriate to prepare the financial statements of the group on the basis that it

is a going concern. However, there are material uncertainties that may impact this assessment as follows:

1.2 Going concern - continued

Current material uncertainties:

- a) Will future trading levels enable the charity to secure adequate finance after the loan extension expires in May 2025.
- b) Will the charities trading performance ensure adherence to the financial covenants within the facility extension agreement.
- c) The potential impact of not securing bonds as required by local authorities (risk is now largely mitigated following recent contract exits).
- d) Difficulty securing finance leases for renewals of equipment which will impact service delivery and therefore trading performance.
- e) The longevity of the forbearance of local authorities who are owed management fees, will this result in more premature contract terminations.

Potential impact:

- a) If future trading levels are not sufficient then the bank is unlikely to refinance the loan at the end of the extension period. This would be catastrophic for Fusion and would result in the Charity being unable to continue trading.
- b) If an event of default occurs and is continuing, the bank may determine immediate repayment of the loan, all interest accrued and all other sums payable by the Borrower under the agreement. The bank may agree to accept regular or increased instalments or payments without affecting any of its rights following an Event of Default.

Notes to the Financial Statements

For the year ended 31 December 2022

- c) Not securing bonds could potentially result in local authorities considering contracts.
- d) Lack of investment in facilities could result in income targets not being met and local authorities not renewing contracts with the group.
- e) Non-payment of contractual sums and/or repayment plans agreed with Councils may result in local authorities seeking early termination of contractual relationships with Fusion. This may also impact contract extensions and renewals.

The Board and Executive Team have implemented and/or plan to implement the following measures arising from the above:

- a) The covenants were based upon the group's 4-year forecasts with an element of headroom so if the group meets its forecasts it will meet the covenants. Both the group and the bank believe forecasts to be reasonable and achievable.
- b) The group is committed to reducing central overheads and flexing site expenditure to provide headroom if modest income growth targets are not met.
- c) ET will actively engage and seek to renegotiate revised performance and pension bonds subject to market conditions, and where necessary seek alternative options.
- d) No agreement has been given regarding the Lombard facilities. Conversations with the bank have taken place about reviewing whether this is possible but will depend on the specific circumstances and requirement. The key will be the group's ability to show it can afford to service any additional debt. Covenant compliance will assist in this but will not be the main factor as each transaction will need to be reviewed based upon the risk profile at that time. However, Lombard is not the only asset finance provider and other providers may take a different view, but the key remains the group's ability to afford any additional debt and

liabilities.

1.2 Going concern - continued

- e) ET have rebuilt strong relationships with Local Authority Officers through greater transparency of the group's financial status and future business and financial plans. Revised Management Fee profiles and payment plans have been verbally agreed and modelled in the financial

Notes to the Financial Statements

For the year ended 31 December 2022

plan. Final contract variations will be secured from Councils outlining the agreed reprofiled payment plans.

Although it is not certain that these efforts will be successful, the Board and the Executive Team have determined that the actions that it has taken should be sufficient to mitigate the uncertainties and has therefore prepared the financial statements on a going concern basis.

There are material uncertainties related to the events and conditions set out above that may cast significant doubt upon the group and charity's ability to continue as a going concern and therefore whether the group will realise its assets and settle its liabilities in the ordinary course of business at the

amounts recorded in the financial statements.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The designated funds are set aside for the defined benefit pension liability detailed in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund, where relevant, is set out in the notes to the financial statements

1.4 Income Recognition

All incoming resources are included in the Statement of financial activities when the Group has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability.

Leisure centre income received in advance for courses and memberships is deferred and recognised in the period in which the service is performed. The value of deferred income at 31 December 2022 is reported in note 18.

Notes to the Financial Statements

For the year ended 31 December 2022

Grants and management fees receivable in respect of specified period relating to the general activities of the company are recognised in the Statement of Financial Activities in the period in which they become receivable.

1.5 Government Grants

Government grants are recognised when the performance related conditions imposed upon the receipt of the grant have been met. Where these have not been satisfied, these grants are recognised as liabilities. If grants are not conditional on future performance related conditions, then income is recognised when

the grant proceeds are receivable.

1.6 Resources expended

All expenditure (including staff restructuring costs) is recognised where a present legal or constructive obligation exists at the reporting date as a result of a past event and it is probable (more likely than not) that a transfer of economic benefits, often cash, will be required in settlement and can be measured or estimated reliably.

1.7 Intangible fixed assets and amortisation

Intangible assets represent pre contract costs. Pre contract costs that are directly attributable to a contract are recognised as an intangible fixed asset only where it is virtually certain that the contract will be awarded. Where it is merely a possibility that a contract will be awarded, no intangible asset is recognised and the costs are written off to the Statement of financial activities as incurred. When the contract has been awarded, capitalised pre contract costs are amortised over the life of the contract (between 5 and 25

years).

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated

residual value, over their expected useful lives on the following bases:

Leasehold Improvements - Over remaining term of lease

Motor Vehicles - Over 3 years

Notes to the Financial Statements

For the year ended 31 December 2022

Equipment	- Over 3/5/10 years
Computer Systems	- Over 3 years

Fixed assets are recognised when: a resource is controlled by the charity as a result of a past event or transaction, for example a past gift or purchase; it is probable that the expected future economic benefits associated with the asset will flow to the charity; and the historical cost or fair value of the asset can be measured reliably. The buildings and plant at the centres are leased to the company as part of the overall contractual relationship with the Authority but the Authority maintains ultimate risks and rewards of these assets. Accordingly, the access which the company has to these assets is to enable it to operate the leisure centres and deliver the public service it is contracted to provide. The company does not own these public service assets. These assets are therefore not recognised on the company's Balance Sheet. Impairment reviews are carried out when there is an indication that impairment exists and impairment losses identified are immediately expensed.

1.9 Leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

All other leases are regarded as operating leases and the payments made under them are charged to the

Statement of Financial Activities on a straight line basis over the lease term.

1.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete

and slow moving stocks.

Notes to the Financial Statements

For the year ended 31 December 2022

1.11 Liabilities

Liabilities are recognised when there is a legal or constructive obligation to pay cash or other assets, and

are carried at the present value of the obligation until the obligation is extinguished.

1.12 Pensions

The company operates both defined benefit and defined contribution pension schemes.

The company has admitted body status and contributes on behalf of its employees to a number of local government pension schemes. In respect of those schemes where the local authority has indemnified the company against changes in the employer contribution rate and any liability which may become payable as a result of the termination or expiry of a contract, the company has no further liability to fund the scheme beyond its contributions paid in the year. The amount charged to the statement of financial activities therefore represents the contribution payable to the scheme during the year.

For those schemes where the company is not fully indemnified, scheme assets are measured at fair values. Scheme liabilities are measured annually on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit, after taking account of any contractual indemnity provided by the local authority, is presented separately from other net assets on the balance sheet. The current service cost and costs from settlements and curtailments are charged to the Statement of Financial Activities. Interest on scheme liabilities and the expected return on scheme assets are also included in the Statement of Financial Activities. Actuarial gains and losses are reported as other recognised gains and losses in the Statement of Financial Activities. Refer to note 28 for the reconciliation in the Statement of Financial Activities and the changes impacted under FRS 102.

Contributions to defined contribution schemes are charged to the Statement of Financial Activities as incurred. These include contributions to the stakeholder pension scheme and employees' personal

pension schemes.

1.13 Basis of consolidation

The financial statements consolidate the accounts of Fusion Lifestyle and all of its subsidiary undertakings ('subsidiaries').

Notes to the Financial Statements

For the year ended 31 December 2022

The results of subsidiaries acquired during the period are included from the effective date of acquisition.

The company has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and expenditure account.

The income and expenditure for the period dealt with in the accounts of the company was a deficit of

£6,625K (2021: £710K surplus).

1.14 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

1.15 Taxation

The company is a registered charity and is subject to neither corporation tax nor income tax on its

charitable activities.

1.16 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised cost using the

effective interest method, less any impairment.

1.17 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised

cost using the effective interest method.

1.18 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three

Notes to the Financial Statements

For the year ended 31 December 2022

months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

1.19 Accruals and deferred income

Costs are accrued into the accounts to conform with the matching concept and reflect liabilities where a service or goods have been received but no invoice has yet been raised. Memberships can be payments taken in advance but the income recognition is spread over the average length of the membership.

1.20 Provisions

Where a contract is identified as onerous at the balance sheet date and the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it, a

provision for the least net cost of exiting the contract is made.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

There are a number of actuarial assumptions used in the quantification of the group's pension commitments which are described in note 28. The onerous contract provision has been calculated on the basis of the least net cost of exiting the contract. The estimate is based on forecasts to contract exit and planned preventative maintenance reports. There are other material judgements and

Notes to the Financial Statements

For the year ended 31 December 2022

estimates applied in the preparation of these accounts, including depreciation, prepayments and accrued income and accruals and deferred income.

3. Income from charitable activities

	Total funds 2022 £000	Total funds 2021 £000
Community sports services	50,734	30,760

4. Investment income

	2022 £000	2021 £000
Deposit account interest	4	1

5. Donation income

	2022 £000	2021 £000
Grant income	35	10,661
Donations	7	-
	<u>42</u>	<u>10,661</u>

In 2022 the Group Life received £7,371 of other donations (unrestricted) (2021: £nil) and £34,648 (2021: £nil) (restricted) of Holiday Activities and Food Programme funding, £nil (2021 - £4.6M) of grant funding as part of the National Leisure Recovery Fund (NLRFF), £nil (2021 - £3.3M) of grant funding from the government's Coronavirus Job Retention Scheme (CJRS) and £nil (2021 - £2.7M) of other grants & donations.

6. Other income

2022 £000	2021 £000
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Notes to the Financial Statements

For the year ended 31 December 2022

Insurance claim - 2,500

In 2022, the Group received £Nil (2021 - £2.5M) of income related to a Covid Business Interruption Claim on its insurance policy.

7. Summary by expenditure type

Staff costs	Support	Direct	Fixed	Total	Total	costs	costs	asset	funds	funds
				£000	£000	£000	disposal	£000	2022	2021
									£000	£000
Community sports service				24,041	31,873	2,038		35	57,987	43,879

All support costs relate to the sole charitable activity of the company, being the provision of leisure facilities.

8. Analysis of support and governance costs

	General	Governance	Total	Total
	support	function	2022	2021
	£000	£000	£000	£000
IT costs	1,620	-	1,620	1,514
Finance costs	1,514	-	1,514	1,030
Marketing materials	848	-	848	690
Administration	4,859	-	4,859	3,288
Other staff related costs	917	-	917	581
Facilities management costs	17,899	-	17,899	9,646
Amortisation	100	-	100	185
Depreciation	4,063	-	4,063	5,009

Notes to the Financial Statements

For the year ended 31 December 2022

Auditor Fees	-	53	53	48
Trustee expenses	-	-	-	-
	<u>~~3,82~~</u>	<u>~~5~~</u>	<u>31,873</u>	<u>21,991</u>
	1 0	3		

Support costs are allocated to the charitable activities on the basis of headcount or on the estimated service delivered by the support service or other bases if these are more appropriate. The audit fees include £16K in relation to work in the subsidiary companies (2021: £14k).

9. Net incoming/(outgoing) resources

This is stated after charging:

	2022	2021
	£000	£000
Depreciation of tangible fixed assets:		
- owned by the group	4,063	5,009
Auditor's remuneration:		
- Company	37	34
- Subsidiary	16	14
Amortisation of pre-contract costs	78	94
Amortisation of goodwill	23	90

Notes to the Financial Statements

For the year ended 31 December 2022

10. Staff costs

Staff costs were as follows:

	2022	2021
	£000	£000
Wages and salaries	21,913	18,382
Social security costs	1,314	1,080
Other pension costs	<u>649</u>	<u>790</u>
	23,876	20,252
Staff restructuring costs	165	259
	<u>24,041</u>	<u>20,511</u>

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

2022	2021
No.	No.
<u>1,865</u>	<u>1,331</u>

10. Staff costs - continued

Notes to the Financial Statements

For the year ended 31 December 2022

During the current year, the company entered into further settlement agreements with staff, which gave rise to ex-gratia payments totalling £68K (2021: £259K). The board considered that the settlement agreements were in the best interest of the charity.

During the current year, the company entered into further settlement agreements with staff, which gave rise to contractual payments totalling £95K. (2021: £Nil).

During the year no Trustees received any remuneration (2021: £Nil) and no Trustees received any benefits in kind (2021: £Nil). No Trustees (2021: none) were reimbursed expenses in respect of trustee meetings.

The number of higher paid employees was:

	2022	2021
	No.	No.
In the band £60,001 - £70,000	3	5
In the band £70,001 - £80,000	-	4
In the band £80,001 - £90,000	1	2
In the band £90,001 - £100,000	-	1
In the band £120,001 - £130,000	1	2
In the band £140,001 - £150,000	1	1
In the band £170,001 - £180,000	-	1

The number of employees earning in excess of £60,000 (for the year) to whom the retirement benefits are accruing under defined benefit schemes is nil (2021 - nil).

Total contributions to defined contribution schemes for those higher paid employees included above amounted to £30K (2021 - £81K).

The highest paid employee received remuneration of £182K (2021 - £242K).

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer and the Director of Finance & Resources. The total employee benefits for these personnel were £327K (2021 - £675K). The Trustees received no remuneration.

Notes to the Financial Statements

For the year ended 31 December 2022

11. Intangible fixed assets

Group	Pre contract costs £000	Goodwill £000	Total £000
Cost			
At 1 January 2022	1,387	700	2,087
Additions	31	-	31
Disposals	-	-	-
At 31 December 2022	<u>1,418</u>	<u>700</u>	<u>2,118</u>
Amortisation			
At 1 January 2022	1,008	677	1,685
Charge for the year	77	23	100
Disposals	-	-	-
At 31 December 2022	<u>1,085</u>	<u>700</u>	<u>1,785</u>
Carrying amount			
At 31 December 2022	<u>333</u>	<u>-</u>	<u>333</u>
At 31 December 2021	<u>379</u>	<u>23</u>	<u>402</u>
Pre contract costs	Company £000	Cost	
At 1 January 2022	1,387		
Additions	31		
Disposals	-		

Notes to the Financial Statements

For the year ended 31 December 2022

At 31 December 2022

—
—1,41
8

Amortisation

At 1 January 2022

1,008

Charge for the year

78

Disposals

—
—

At 31 December 2022

—1,086

Carrying amount

At 31 December 2022

333 At 31 December 2021

379

Notes to the Financial Statements

For the year ended 31 December 2022

12. Tangible fixed assets

Assets in

At 31 December 2022	<u>31,503</u>	<u>424</u>	<u>2</u>	<u>25,927</u>	<u>3,484</u>	<u>0</u>	<u>61,340</u>
Depreciation							
At 1 January 2022	<u>14,373</u>	<u>-</u>	<u>2</u>	<u>18,780</u>	<u>3,049</u>	<u>4</u>	<u>36,204</u>
Charge for the year	1,910	-	-	1,906	247		4,065
Disposals	(10)	-	-	(31)	-		(41)
	Leasehold improvements	course of construction	Motor vehicles	Equipment	Computer systems		Total
Group Cost	£000	£000	£000	£000	£000		£000
At 1 January 2022	30,217	185	2	22,314	3,372	0	56,090
Additions	1,296	251	-	3,666	112		5,325
Transfer of assets completed in year	-	-	-	-	-		-
Disposals	<u>(10)</u>	<u>(12)</u>	<u>-</u>	<u>(53)</u>	<u>-</u>		<u>(75)</u>
At 31 December 2022	<u>16,273</u>	<u>-</u>	<u>2</u>	<u>20,655</u>	<u>3,296</u>	<u>6</u>	<u>40,226</u>
Net book value							
At 31 December 2022	<u>15,230</u>	<u>424</u>	<u>-</u>	<u>5,272</u>	<u>188</u>	<u>4</u>	<u>21,114</u>
At 31 December 2021	<u>15,844</u>	<u>185</u>	<u>-</u>	<u>3,534</u>	<u>323</u>		<u>19,886</u>

Notes to the Financial Statements

For the year ended 31 December 2022

6

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

Group	2022 £000	2021 £000
Land and buildings	929	1,032
Furniture, fittings and equipment	<u>2,274</u>	<u>1,315</u>
	<u>3,203</u>	<u>2,347</u>

Depreciation charged for the year amounted to £96K (2021 - £96K) and £758K (2021 - £624K) for leasehold improvements and equipment held under finance leases or hire purchase contracts respectively.

12. Tangible fixed assets – continued

	Leasehold Assets in improvements course of construction		Motor vehicles	Computer Equipment systems	Total
Company	£000	£000	£000	£000	£000
At 31 December 2022	31,363	424	2	25,416	60,609
Cost					
At 1 January 2022	30,077	185	2	21,810	55,446
Depreciation					
Additions	1,296	251	-	3,659	5,318
At 1 January 2022	14,216	54	2	18,553	35,823
Transfer of assets					
Completed the year	1,910	-	-	1,817	3,975
Charge for the year	-	-	-	-	-
Disposals	(10)	(12)	-	(33)	(45)

Notes to the Financial Statements

For the year ended 31 December 2022

At 31 December 2022	<u>16,116</u>	=	<u>2</u>	<u>20,339</u>	<u>3,300</u>	<u>39,757</u>
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Net book value

At 31 December 2022	<u>15,247</u>	<u>424</u>	=	<u>5,077</u>	<u>184</u>	<u>20,932</u>
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At 31 December 2021	<u>15,861</u>	<u>185</u>	=	<u>3,257</u>	<u>320</u>	<u>19,624</u>
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The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2022	2021
Company	£000	£000
Land and buildings	929	1,032
Furniture, fittings and equipment	<u>2,105</u>	<u>1,078</u>
	<u>3,034</u>	<u>2,110</u>

Depreciation charged for the year amounted to £96K (2021 - £96K) and £690K (2021 - £548K) for leasehold improvements and equipment held under finance leases or hire purchase contracts respectively.

13. Investments in subsidiaries

Company Cost

At 1 January 2022

At 31 December 2022

The investment above relates entirely to the Active Life subsidiary.

Notes to the Financial Statements

For the year ended 31 December 2022

Subsidiaries

Company name	Country	Percentage Shareholding	Description	Turnover 2022
Virgin Active Management Limited Registered number: 02353684	England	100%	Sports and leisure facilities	43
Active Life England number: 04376721	England	100%	Sports and leisure facilities	3,790
			Charity registered	

14. Debtors

Shares in group undertakings
£000

Notes to the Financial Statements

For the year ended 31 December 2022

729

729

Net
Assets
2022
Profit/
(Loss) 2
2022 £00
£000
nil nil

(237) (59)

	<u>Group</u>		<u>Company</u>	
		2022	2021	2021
	£000	£000	£000	£000
Trade debtors	1,375	405	1,347	394
Amounts owed by group undertakings	-	-	79	900
Other debtors	235	122	235	122
Prepayments and accrued income	3,279	1,793	3,248	1,781
VAT recoverable	44	-	44	-
	<u>493</u>	<u>2,320</u>	<u>495</u>	<u>3,197</u>

Notes to the Financial Statements

For the year ended 31 December 2022

15. Creditors: Amounts falling due within one year

	<u>Group</u>		<u>Company</u>	
		2022	2021	2022 2021
	£000	£000	£000	£000
Bank loans	-	-	-	-
Other loans	644	669	644	657
Net obligations under finance leases and hire purchase contracts	725	827	725	780
Trade creditors	5,007	3,007	4,773	2,865
Amounts owed to group undertakings	-	-	-	-
Other taxation and social security	294	386	263	352
Other creditors	431	2,609	414	2,516
	7,101	7,498	6,819	7,170

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

	<u>Group</u>		<u>Company</u>	
		2022	2021	2022 2021
	£000	£000	£000	£000

Notes to the Financial Statements

For the year ended 31 December 2022

Bank loans	13,000	13,000	13,000	13,000
Other loans	5,364	6,007	5,364	6,007
Net obligations under finance leases and hire purchase contracts	965	379	965	379
Other creditors	1,661	-	1,661	-
	20,990	19,386	20,990	19,386

Bank and other loans are repayable as follows:

	Group		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Less than 1 year	644	669	644	657
1 to 5 years	13,711	14,165	13,711	14,165
Over 5 years	4,653	4,842	4,653	4,842
Total	19,008	19,676	19,008	19,664

16. Creditors: Amounts falling due after more than one year - continued

In the year ended 31 December 2020 the entity secured a Coronavirus Large Business Interruption Loan (CLBIL) of £13,000,000 repayable over 3 years. Interest is charged at 1.7% over the Bank of England base rate for the first 12 months and 2.2% thereon. The CLBILS loan has been refinanced post year-end and is now extended for repayment to May 2025 with no capital repayments prior to this date. Interest from December 2023 is charged at 3.20% above the Bank of England base rate. As at 31 December 2022 the amounts due in one to five years total £13,000,000 (2021: £13,000,000), included under bank loans. This is secured by fixed and floating charges over all the company's assets.

Included within other loans are amounts owed of £5,523,527 owed to a local authority partner (2021: £5,676,295). The facility is for 24 years. Interest is charged at 4.40% fixed rate.

Notes to the Financial Statements

For the year ended 31 December 2022

Also included within other loans are amounts owed to a Local Authority partner of £484,209 (2021: £988,188). The facility is for 7 years. Interest is charged at 3.90% above the Bank of England base rate. This is secured by fixed charges over all the company's assets.

Finance leases includes one finance lease under a floating rate of interest and its outstanding liability at 31st December 2022 was £225k. All the other finance leases are fixed rate with terms between 3 and 5 years.

Obligations under finance leases and hire purchase contracts, included above, are payable as follows:

			<u>Group</u>	<u>Company</u>
			2022 £000	2021 £000
				2022 £000
Less than 1 year			725	827
1 to 5 years			965	379
Over 5 years			-	-
Total	1,690	1,206	<u>1,690</u>	

17. Secured debts

The following secured debts are included within creditors:

	2022	2021
	£000	£000
Bank loans	13,000	13,000
Other loans	484	988
Rent deposit deed	-	25
	<u>13,484</u>	<u>14,013</u>

Notes to the Financial Statements

For the year ended 31 December 2022

17. Secured debts - continued

Bank loan

The National Westminster Bank PLC Coronavirus Large Business Interruption Loan has leasehold interest in Frome Leisure Centre and all other land listed in the schedule to the instrument. Contains fixed and floating charges covering all the property or undertaking of the company, also containing a negative pledge.

Other loans

The Alliance and General Leasing Limited Mendip District Council loan is secured by fixed charges over all the company's assets, also containing a negative pledge.

Broomhill lido

The Trustees of the National Heritage Memorial Fund have a charge over the freehold property know as Broomhill Lido, in respect of grant monies of up to £3,496,300 to be used for the restoration of the lido, this grant had not been received as at the balance sheet date.

Rent deposit deed

The James Viventi and Giorgio Viventi rent deposit deed is secured to the landlord as security for the performance of its obligations in the lease and in this deed.

18. Accruals and deferred income

				Group		Company	
				2022	2021	2022	2021
				£000	£000	£000	£000
Accruals				8,314	5,911	7,871	5,519
Deferred income	540	313	496	264			
				8,854	6,222	8,367	5,778

Notes to the Financial Statements

For the year ended 31 December 2022

Deferred income was broken down as follows:

	Group		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred Income as at 1 January	313	358	264	358
Resources deferred in the year	540	313	496	264
Amounts released from previous periods	(313)	(358)	(264)	(358)
Deferred income as at 31 December	540	313	496	264

18. Accruals and deferred income – continued

The group deferred income figure of £540K (2021: £313K) relates to income received in advanced to be credited to the revenue account in the future as and when appropriate. This figure consists of annual management fees for various contracts released over the term of the contract; memberships paid by customers for use over a period of time; invoiced income where the prepaid event has not yet occurred; member card balances as credit to use at leisure centres for future sales.

19. Provisions for liabilities

Onerous Contracts

	2022	2021
	£000	£000
At 1 January 2022	-	-
Charged to profit and loss	1,100	-
	1,100	

Notes to the Financial Statements

For the year ended 31 December 2022

At 31 December 2022

The charitable company were in discussions at the balance sheet date which will lead to an exit from a Local Authority contract in 2024. The provision is expected to unwind in 2024.

20. Statement of Funds

Group	Brought	Income	Expense	Gains/	Carried
Forward	(Losses)	Forward	£000	£000	£000
					£000
Unrestricted funds					
General Funds - all	(3,799)	50,745	(57,864)	-	(10,918)
Pension reserve (204) -	(88) 292 -				
Restricted funds					
HAF Programme	-	35	(35)	-	-
	(4,003)	50,780	(57,987)	292	(10,918)
Company	Brought	Income	Expense	Gains/	Carried
	Forward			(Losses)	d
	£000	£000	£000	£000	Forward
					£000
Unrestricted funds					(10,130)
General Funds - all	(3,301)	46,977	(53,806)	-	(10,130)
	(204)	-	(88)	292	-
Pension reserve					(10,130)
	(3,505)	46,977	(53,894)	292	(10,130)

20. Statement of Funds - continued

The nature and purpose of each restricted fund is as follows:

Notes to the Financial Statements

For the year ended 31 December 2022

Holiday Activities and Food (HAF) Programme funding has been received in order to coordinate and provide free holiday provision, including healthy food and enriching activities.

21. Analysis of net assets between funds

Group

Notes to the Financial Statements

For the year ended 31 December 2022

	Unrestric ted Funds £000	Restric ted Funds £000	2022 Funds £000	2021 Funds £000
Fixed Assets	21,447	-	21,447	20,288
Current Assets	5,680	-	5,680	9,021
Current Liabilities	(7,101)	-	(7,101)	(7,498)

Notes to the Financial Statements

For the year ended 31 December 2022

	(30,944)	-	(30,944)	(25,610)
Long Term Liabilities	(10,918)	-	(10,918)	(4,003)
Pension Asset / (Liability)	-	-	8)	(204)
Total				
	Unrestricted Funds	Restricted Funds	2022 Funds	2021 Funds
	£000	£000	£000	£000
Company	21,994	-	21,994	20,732
	5,152	-	5,152	8,191
Fixed Assets	(6,819)	-	(6,819)	(7,170)
	(30,457)	-	(30,457)	(25,169)
66	-	-	-	(204)
	(10,130)	-	(10,130)	(3,505)

Notes to the Financial Statements

For the year ended 31 December 2022

Current Assets

Current Liabilities

Long Term Liabilities

Pension Asset / (Liability)

Total

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

	2022	2021
	£000	£000
Net incoming/(outgoing) resources	(6,915)	637
Movements on defined benefit scheme (incl. actuarial adjustments)	(206)	(501)
Interest received	(4)	(1)
Interest paid	966	609
Amortisation of intangible fixed assets	100	185
Depreciation of tangible fixed assets	4,062	5,009
Loss on disposal of assets (tangible & intangible)	35	42
(Increase)/Decrease in stocks	(51)	(73)
(Increase) / Decrease in debtors	(2,613)	837
(Decrease)/Increase in creditors (excl. bank loans, other loans & hire purchase liabilities)	4,023	(1,060)
Movement in provisions	1,100	-

Notes to the Financial Statements

For the year ended 31 December 2022

Net cash used in operating activities	497	5,684
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23. Analysis of cash and cash equivalents

	2022	2021
	£000	£000
Cash in hand	623	6,628
Total	623	6,628

24. Analysis of changes in net debt

	31.12.2021	Cash Flows	Non-Cash Changes	31.12.2022
			New Finance Leases	Other Non-Cash Changes
Cash in hand	6,628	(6,005)	-	-
Debt due within one year (1,496) (1,394) 1,451 - (19,329) one year	127	-	(1,369)	Debt due greater than (19,386)
	<u>(14,254)</u>	<u>(7,272)</u>	<u>1,451</u>	<u>(20,075)</u>

25. Contingent liabilities

At the balance sheet date contingent liabilities existed in respect of guarantee and performance bonds amounting to £745K (2021 - £745K). At the balance sheet date the bonds not secured totalled £445K.

26. Operating lease commitments

Total future minimum lease payments under non-cancellable leases:

2022	2021
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Notes to the Financial Statements

For the year ended 31 December 2022

Expiring: **£000** £000 within 1 year **638** 217 between one and five years
1,150 1,505 in more than 5 years **15,162** 13,519

Total	16,950	15,241
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27. Capital commitments

The company had £nil capital commitments in place as at 31 December 2022 (2021 - £36K).

28. Pension commitments

Fusion Lifestyle is an admitted body in 9 defined benefit local government pension schemes. In 8 of these schemes the local council has fully indemnified the company against funding liabilities arising at any time. For those schemes where Fusion is not indemnified a full actuarial valuation was carried out at 31 March 2019 and updated at 31 December 2022 by a qualified independent actuary.

Tunbridge Wells Borough Council has given a legal undertaking indemnifying the company in respect of pension contributions in so far as and to the extent that these may affect pension benefits accrued before 1 October 2006, the transfer date of the Leisure Services from Tunbridge Wells Borough Council to the company. At 1 October 2006 the pension liability for which Tunbridge Wells Borough Council is responsible amounted to £223K. At 31 December 2022 the deficit had become a surplus of £1,972K meaning the indemnity is not recognised in the financial statements unlike in prior periods where the pension scheme was a liability.

As part of the acquisition of Virgin Active Management Limited, the Group assumed pension liabilities relating to employees of that company of £189K. At 31 December 2022 the scheme was valued with a £425K surplus. This surplus is not recoverable by the scheme employer and therefore a nil asset/liability is recognised in these accounts.

These surpluses may be recoverable by the scheme employer and this may be via future reduced contribution rates, but the scheme employer has not been alerted to any such reductions and the actuary confirms that the asset may have a ceiling which is less than its value. Accordingly, in the absence of a ceiling report a nil value is recognised in the accounts.

Notes to the Financial Statements

For the year ended 31 December 2022

28. Pension commitments - continued

The amounts recognised in the Balance sheet are as follows:

	2022	2021
	£000	£000
Present value of funded obligations	2,801	5,603
Fair value of scheme assets	5,198	5,510
(Deficit) / surplus in schemes	2,397	(93)
Surplus not recognised	(2,397)	(33)
	-	(42)
Indemnity	-	22
Net (liability) / surplus	-	3
	-	(20)
	-	4)

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

	2022	2021
	£000	£000
Service cost	(35)	(35)
Interest on obligation	(7)	(12)
Administration expenses	(46)	(46)
Expected return on scheme assets	-	-
Total	(8)	(93)
	8	

Notes to the Financial Statements

For the year ended 31 December 2022

Actual return on scheme assets	<u>223</u>	<u>297</u>
Movements in the present value of the defined benefit obligation were as follows:		
	2022	2021
	£000	£000
Opening defined benefit obligation	5,603	6,114
Interest cost	103	79
Contributions by scheme participants	4	4
Actuarial gains	(2,851)	(475)
Benefits paid	(101)	(56)
Experience Gain on defined benefit contribution	8	(98)
Current service cost	35	35
Closing defined benefit obligation	<u>2,801</u>	<u>5,603</u>

28. Pension commitments continued

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

	2022	2021
	£000	£000
Opening fair value of scheme assets	5,510	5,255
Expected return on assets	15	13
Contributions by employer	54	63
Contributions by scheme participants	4	4
Admin expenses	(46)	(53)

Notes to the Financial Statements

For the year ended 31 December 2022

Interest costs	81	54
Return on assets	(319)	230
Benefits paid	(101)	(56)

5,198 **5,510**

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

	2022	2021
	%	%
Equities	55.8%	51.5%
Property	8.4%	8.7%
Government bonds	0.5%	0.5%
Cash and other assets	12.6%	14.1%
Other bonds	22.7%	25.2%
	100.0%	100.0%

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

	2022	2021
	%	%
Discount rate at 31 December	4.79%	1.88%
Expected return on scheme assets at 31 December	4.79%	1.88%
Future salary increases	3.70%	3.65%
Future pension increases	2.83%	3.08%

Notes to the Financial Statements

For the year ended 31 December 2022

Inflation (CPI)	2.76%	2.80%
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28. Pension commitments continued

Assumed life expectations from age 65 are:		2022	2021
		years	years
Retiring today:	Males	21.1	21.9
	Females	23.6	24.1
Retiring in 20 years:	Males	22.4	23.3
	Females	25.1	25.5

Amounts for the current and previous four periods are as follows:

Defined benefit pension schemes					
	2022	2021	2020	2019	2018
	£000	£000	£000	£000	£000
Defined benefit obligation	(2,801)	(5,603)	(6,114)	(5,432)	(4,671)
Scheme assets	5,198	5,510	5,255	4,895	4,266
Surplus not recognised in Fusion Lifestyle	(1,972)	-	-	-	-
Virgin Active Management	(425)	(334)	(69)	(162)	(116)
(Deficit) / Surplus	-	(427)	(928)	(698)	(521)
Experience adjustments on scheme liabilities	8	(98)	(437)	-	-
Experience adjustments on scheme assets	-	-	-	-	-

Notes to the Financial Statements

For the year ended 31 December 2022

29. Controlling party

There is no ultimate controlling party. The company is controlled by the Board of Trustees.

30. Post Balance Sheet Events

After the balance sheet date, two local authority contracts will be exited before the contractual end date. This is primarily due to commercial reasons.

After the balance sheet date, Fusion Lifestyle also agreed to settle outstanding payment for services amounting to £352K . This is an adjusting event recognised in the financial statements.

Accounts

Financial Statements

Fusion Lifestyle

For the year ended 31 December 2021

Registered number: 05324416
Charity Registered number: 1107737

Fusion Lifestyle

(A company limited by guarantee)

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Fusion Lifestyle

(A company limited by guarantee)

Reference and administrative details of the company, its trustees and advisers

For the year ended 31 December 2021

Nominated Trustees during the year under review

Mr Michael Nelson		
Ms Lorraine Zuleta	Resigned 31 st January 2022	
Mr Jonathan Clarke	Appointed 24 th June 2021	
Ms Harriet Kemp	Appointed 24 th June 2021	
Mr Nicholas E J Wells		
Ms Christine Longmire		
Ms Uzema Ahmed	Appointed 26 th July 2021	Resigned 12 th December 2021
Mr Ashish Devani	Appointed 24 th June 2021	

Company registration number

05324416

Charity registered number

1107737

Registered office

Minerva House, 5 Montague Close, London, SE1 9BB

Chief executive

Mr P Kay (resigned 12 November 2021)
Mr A Cawley (appointed 12 November 2021)

Independent auditor

McCabe Ford Williams, Bank Chambers, 1 Central Avenue, Sittingbourne, ME10 4AE

Bankers

National Westminster Bank, 280 Bishopsgate, London, EC2M 4RB

Solicitors

Winckworth Sherwood, Minerva House, 5 Montague Close, London, SE1 9BB

Fusion Lifestyle

(A company limited by guarantee)

Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

The trustees present their annual report together with the audited financial statements of Fusion Lifestyle (the company) and its subsidiaries for the year ended 31 December 2021, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the charity's governing document, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2019).

Structure, governance and management

Structure of the charity

Fusion Lifestyle is a charity and company limited by guarantee. The governing documents are its Memorandum and Articles of Association which were adopted on 5 January 2005.

The Members are the guarantors of the company and each has undertaken to contribute such amount as may be required (but not exceeding £1) to the 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 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 contributories amount themselves.

The trustees are the trustees of Fusion Lifestyle in accordance with the Charities Act 2011 and they are also directors in accordance with the Companies Act 2006. The Board is made up of voluntary individuals with relevant corporate skills and an interest in our work.

Method of recruitment and appointment

Board members are recruited through open advertisement in our facilities, local press, and national press. Selection is carried out by a board committee (supported by executive management and independent advisors as appropriate) which evaluates the skills and experience of applicants against relevant criteria using assessments, tests, and interviews.

Policies adopted for the induction and training of Trustees

All board members receive induction and training carried out by the company secretary, legal advisors, chair, and executive management. Training includes briefing on charitable, statutory, and fiduciary duties; the role of board members; and business planning and strategy.

Organisational structure and decision making

Strategy and business objectives are agreed by the board of management annually and set out in the organisation's business plan. The Board meets b-monthly to review progress and to make decisions accordingly. There are several sub-committees, including the Audit Committee, the Health and Safety Committee and the Executive Committee, which meet regularly and as required to keep under scrutiny issues of financial performance, staffing matters, health and safety and significant projects. Board Papers and discussion as a matter of course have regard to:

- the likely consequences of any decision in the long term
- the interests of the company's employees
- the need to foster the company's business relationships with suppliers, customers and others
- the impact of the company's operations on the community and the environment

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

- maintaining the company's reputation for high standards of business conduct
- the need to act fairly as between members of the company

Day-to-day management of the organisation in pursuit of the Business Plan is delegated to the Chief Executive within agreed parameters and constraints. The Chief Executive reports to the sub-committees and to the Board.

Risk management

The Trustees are responsible for identifying major risks to which the company is exposed and for reviewing the systems in place to mitigate these risks. Risk assessment is carried out by the Trustees and Chief Executive as part of annual business planning and appropriate action plans and systems of control established. These are kept under review by the Trustees on an ongoing basis and are subject to continuous independent audit and scrutiny.

Objectives and Activities

Policies and objectives

The company's principal objects are:

- to provide or assist in the provision of facilities and services for recreation and other leisure pursuits in the interest of social welfare across the U.K. and for the benefit of the public. These facilities extend to those in need of special services and consider their age, infirmity or disability, poverty, social and economic circumstances to ensure full inclusivity.
- to promote community participation in healthy recreation.
- to advance the education of the public in the benefits of healthy lifestyles.
- to advance the arts, culture and/or heritage.

Community services are provided from a range of facilities operated both independently and in partnership with educational establishments and local authorities. The facilities are in various locations including Bedfordshire, Buckinghamshire, Devon, Essex, Kent, Leicestershire, Mendip, Newcastle, Oxford, Surrey and 5 London boroughs.

The company operates a diverse range of over 60 community sport and leisure facilities, including:

- indoor swimming pools
- health and fitness centres
- 6 lidos and outdoor pools
- sports halls and sports facilities
- ice rink
- golf course, driving range, pitch and putt golf course
- outdoor activity venues
- indoor tennis centres
- indoor bowls centres
- athletics stadia
- outdoor football pitches

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

Financial risk management objectives and policies

The company uses financial instruments, comprising borrowings, finance leases, cash, and various other items such as trade debtors and creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the company's operations. The main risks arising from the group's financial instruments are interest rate risk and liquidity risk.

Interest rate risk

The company finances its operations through a mixture of reserves, bank borrowings and finance leases. The company's exposure to interest rate fluctuations on its bank borrowings is managed using fixed interest rates.

Liquidity risk

The company seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable commitments and to invest in assets that enhance safety and maximise profitability. The company policy throughout the year has been to ensure that an appropriate mix of both debt is available, which aligns with the company's investment strategy. Short term flexibility is achieved through the company's cash reserves and was significantly supplemented by medium term lending from the Coronavirus Large Business Interruption Loan Scheme (CLBILS) in late 2020.

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

Achievements and performance in 2021

Once again, activity in 2021 was dominated and shaped by the Covid 19 pandemic and the impact felt across the Leisure sector. The effect of the national lockdowns was to significantly reduce normal customer revenues during the first four months of the year. Despite the impact of the crisis, the organisation has remained well-funded throughout the year, aided by funds secured from the National Leisure Recovery Fund (NLRF) and other Business Recovery Grants that yielded over £10.5m in grant income. In addition, the business received a £2.5m Business Interruption payment from insurers to further support working capital during periods of inactivity at the start of the year. This cash helped re-mobilise and open facilities between April and July as well as provide working capital to manage the day-to-day operations once facilities re-opened.

Thereafter, management focus was on maintaining strong EBITDA and preserving cash, with an initial moratorium on capital expenditure until sufficient trading income levels returned. Income growth in 2021 reflects the partial recovery of the membership and various localised strategic recovery plans. Expenditure reflects the significant restructuring and efficiency improvements carried out across all areas of the business, notably workforce, management, and overhead costs. In addition, contract variations were agreed with all council partners such that contractual management fee payments from Fusion would be waived or rescheduled throughout 2021. These are expected to resume in 2022 once the business is back on a stable footing and generating consistent monthly revenue streams and sustained profitability.

When the Company was permitted to reopen in April 2021, Fusion, like all operators, faced 2 major challenges:

- new operating restrictions which significantly reduced capacity and types of services that could be offered
- consumer fears about the risk of infection.

In response to these challenges the company has further implemented comprehensive improvements to its operations. The customer journey has been overhauled with radical changes to booking and admissions systems which place greater emphasis on pre-booking and on-line transactions. Opening hours and activity programmes have been modified and aligned closely with customer demand with agile response built-in to fluctuations in that demand. The physical journey through sites has been modified to ensure safe distancing and cleaning and hygiene regimes have been totally overhauled.

Customer feedback on the new protocols is positive, both in terms of safety and quality of experience. The changes to operating protocols and the revised demand levels have had significant consequences for our staffing requirements. The resulting restructure project across our sites has led to a +50% reduction in staffing and HQ costs compared to pre-crisis.

In terms of new business, 2021 has seen minimal changes to the portfolio and has been a year of consolidation. The New River Contract returned to London Borough of Haringey while all other contracts remain in place.

The events of 2021 have culminated in the Group making an accounting profit of £43k – a very decent return given the financial setbacks caused by the pandemic in 2020.

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

2022 Outlook:

Fusion has secured 4 new contract extensions in Tunbridge Wells (5 years), Charnwood (5 Years), Braintree (5 years), and Rochford (3 years) which, alongside the company's portfolio of long-term contracts and leases provide a stable base and a springboard for further recovery, business growth and investment.

However, the company continues to face uncertainty and challenges in 2022. The rising cost of living coupled with significant increases in wholesale energy costs will prove challenging as we rebuild our membership and grow income streams to meet rising costs. Management has produced forecasts that have been sensitised to reflect plausible downside scenarios as a result of Covid-19 and the wider economic conditions, which have been reviewed by the directors. These demonstrate the Group is forecast to generate profits and cash in the year ending 31 December 2022 and beyond and that the Group has sufficient cash reserves to enable the Group to meet its obligations as they fall due for a period of at least 12 months from the date of signing these financial statements.

In addition, the company will open renewal negotiations with the bank to re-finance the £13m CLBILS loan, which is due to be repaid in full by November 2023. Discussions with the bank regarding the loan facility have already begun and its expected that the existing facility will be negotiated and secured before 31 December 2022. On the assumption that these negotiations are successful, the directors are satisfied that the Group has adequate resources and financing facilities to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis for preparing these financial statements. The refinancing of the loan does represent a material uncertainty that may cast doubt on the group and charitable company's ability to continue as a going concern and therefore whether the group and charitable company will realise its assets and settle its liabilities in the ordinary course of business at the amounts recorded in the financial statements.

As such, the directors are satisfied that the Group has adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis for preparing these financial statements.

The above actions support the company's business plans and financial projections, in which the business is cash generative, able to service fixed charges with a suitable cover margin and generate a profit in 2022. Although there is possibility that the wider economy and consumer spending will remain suppressed throughout 2022 given the current geo-political backdrop, spending on health and wellbeing has fared well in previous downturns and Fusion has seen no evidence that the long-term trends on participation in fitness and physical activities will be adversely affected by the pandemic. The challenge to all operators is to supply this demand in a way that makes sense economically and reassures consumers that they are safe. Fusion has already made good progress on these fronts in 2021 and will continue to adapt its offer to meet consumer and public health needs. Despite the challenging outlook the Trustees and Management remain confident about the long-term viability of the business and its future development prospects.

2021 KPIs

During normal operations Management is targeted on:

- like for like growth in total customer payments and subscription income.
- membership database size.
- pay costs as a proportion of generated income.
- NPS scoring and customer satisfaction levels.

Now the business is fully operational and trading under normal conditions, focus has once again returned to ensuring these metrics meet expectation levels. In 2022, the focus remains on EBITDA performance and treasury management month by month and to ensure key business plan objectives are delivered to ensure the longer-term stability of the company.

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For the year ended 31 December 2021

Public benefit

In setting our objectives for the year and planning our activities, the trustees have considered the Charity Commission guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. Fusion sets out to have a positive impact on the local communities living around the facilities it manages. Our objective is to deliver high quality sport, health and wellbeing services that are inclusive and accessible to all without stigma or inequity. In particular, we overcome barriers to participation, including socio-economic, age, gender, disability, cultural and ethnicity.

Despite the disruptions from Covid-19, Fusion managed to deliver many of its normal community-based activities. However, overall programme and attendance were massively reduced compared to previous years. Our public benefit is summarised under the headings below:

Investment

Over the past 19 years we have completed over £184m of investment with our local authority partners and funding bodies such as Sport England & Heritage Lottery Fund. This programme has brought significant and improved amenity to our local communities, adding to the quality and variety of services, and enhancing community wellbeing. We have re-instated 16 disused and dilapidated facilities, bringing to the community new and enlarged swimming pools, health and fitness facilities, children's activity facilities, sports halls, outdoor sports amenities, and cafés.

In 2019 Fusion completed its next phase of facility investments with the £9M redevelopment of its Devon sites and the £7M refurbishment of the Newcastle City Baths (which reopened to the public after a 6-year closure). Fusion has similar projects in the pipeline which it plans to progress once we start to see a significant uptick in trading performance, culminating in strong cash reserves and sustained profitability month on month.

Affordability and Equity of Access

A concessionary pricing structure is in place across the portfolio to enable all disadvantaged and low-income communities' full access to our services. In 2021 Fusion operated:

- Targeted programmes within deprived areas to encourage participation;
- Targeted programmes specifically for the inactive;
- Funded programmes of sports coaching with free places for children;
- Free access to leisure centres for looked-after children.

Young People

Targeted activities included:

- Teaching young people to swim.
- Delivery of Autism swimming lessons for young people.
- Delivery of Street Games programmes for young people.
- "Looked After Children" and children in care programmes.
- Sport Camps during holidays to help working parents.
- Challenge You-Inactive kids programme targeting NCMP referrals.
- Discounted swim access for under 16s.

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For the year ended 31 December 2021

- Child weight management programmes.
- Sponsorships of young people in the London Youth Games, Mini Marathon, and local sports awards.
- Development of new sports clubs and continued support to local clubs, coaches, and volunteers.
- Delivery of School Competitions including Swimming Galas.
- Training, competitions, and sustainable pathways in partnerships with national governing bodies.
- Outreach events, taster sessions and multi-sport sessions.
- Junior Membership and delivery of Junior Gym sessions targeting under 19's.
- "Performance Tennis" in partnership with the LTA providing pathway to regional and national competitions.
- Partnership with Youth Services and Youth Offending Teams including concessionary access.
- Delivery of crime prevention sessions including knife-related crime aimed at teenagers from deprived areas.
- Youth Card project aiming to reduce anti-social behaviour and engaging the inactive.
- Youth outreach sessions funded by the Police & Crime Commission scheme to offer activities in areas of high ASB.
- Active Girls programmes targeting inactive girls between 12-16 years old
- Delivery of Friday Night Projects across the organisation encouraging young people to stay off the streets and into programmed activity.

Disabled People

In 2021 activities to promote accessibility and awareness included:

- Free swimming lessons for people with disabilities.
- Extensive staff training in disability awareness, deaf awareness, and advanced fitness instruction.
- Installed new Pool Pods into several pools
- Delivery of swimming lessons for children who have special educational needs
- Free bespoke sessions and open days for families with disabled children enabling joint activities
- Dementia sessions, including walking football, Nordic walking, seated exercise, and dance
- Specialised sports sessions including wheelchair basketball, football and tennis, Boccia, trampolining, swimming, and badminton.
- "Short Breaks" programme for carers.
- Sports Days for visually impaired.
- "Active Body Healthy Minds" programme in partnership with the Charity Mind.
- Active with Ease Programme for people with long term health conditions
- Challenge ME multi-sport sessions held to offer sport plus coping strategies for people wishing to improve mental wellbeing.
- Delivery of Frame Football for young people with cerebral palsy.
- Worked in partnership with Sport for Confidence to deliver tailored programmes.

Older People

In 2021 activities to promote accessibility and awareness included:

- Specialist 60+ sessions including swim, gym, class, and sports activity for an all-in price.
- Public Health programmes for exercise referral, cardiac & stroke rehabilitation, falls prevention and health walks.
- Dementia Friendly sessions delivered across the organisation.

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- Low impact alternative sports including walking versions of Football, Netball, Hockey, and Cricket
- “Health Hub” in partnership with Age UK running taster sessions
- Older peoples “No Strings” and “Essentials” badminton sessions.
- Men’s Health, offering health MOT’s and cancer awareness.
- Chair based exercise classes in partnership with community housing organisations.
- Escape knee pain sessions and stop smoking advice sessions.
- Expansion of the Young at Heart programme.
- Mindfulness and Relaxation workshops to promote health and wellbeing.
- My-Zone programme with Heart Smart participants demonstrating opportunity to reduce NHS costs.
- Healthy Choices Day promoting food awareness and diabetes prevention.
- National Diabetes Prevention Programme.
- Mental Health awareness and support programmes.
- Delivery of physical activity sessions, targeting residents with Parkinson’s, Multiple Sclerosis and Dementia.
- Delivery of multi-sports sessions designed for care homes and to give the clients seated exercise including dementia-based sessions
- Cardiac tennis sessions to support people transitioning from cardiac rehab programme to everyday exercise.

Women

In 2021 activities to promote accessibility and awareness included:

- Delivery of This Girl Can programmes.
- Delivery of Women’s Beginner, Intermediate and Advanced Running Groups
- “Back to Netball” and “Walking Netball” sessions in partnership with the national governing body.
- Women’s Tennis and Women Only Swimming.
- Delivery of swimming and gym sessions for Muslim women
- Specially designed sessions for new mothers such as “Legs Bums, Buggies and Mums”.
- Parent & toddler ice skating sessions.
- Women’s Get Active Programme, delivering exercise classes in community venues.
- Women Time providing exercise classes for the victims of domestic violence
- Women’s only Squash and Badminton Programmes.
- Active Mums Cycling Project.

Community and Health Programme

Fusion promotes sport and active leisure participation to the widest possible community and engages with those who do not normally take part in active leisure. In 2021 our programme included:

- Participation in national fund raising and awareness events including Race for Life.
- Organisation and support for fun runs, five-a-side tournaments, health events, school & local council fares.
- Local volunteers delivering programmes such as walking for health across the organisation.
- Delivery of open days where the local community are invited to use facilities free of charge.
- Community placements and work experience for young people
- Active for Life Programme delivering EOR, Cardiac Rehab and Stroke Rehabilitation
- Host Coach and Teacher Education courses.
- Workplace Health programmes.

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For the year ended 31 December 2021

- Delivery of the FANS scheme offering Free Access to National Young Sportspeople
- The Wellbeing Café Project in Charnwood providing safe place for people with Mental Health challenges
- Delivered a range of activities for National Fitness Day across all sites.
- Partnerships with Good Gym, Our Parks & Beat the Street to increase physical activity and wellbeing.

Financial review

Principal risks and uncertainties

The principal risks and uncertainties facing the company are:

- Coronavirus pandemic
- Brexit and macro-economic conditions
- Health & Safety compliance.

In 2020 and 2021 Fusion has actively responded to the pandemic and its associated disruption. The business has been restructured and refunded in response to reduced participation which is expected to steadily recover over the coming year. The company has been through 3 national lockdowns plus other minimal lockdown restrictions and has acquired the skill and experience to deal with these situations rapidly and to protect the company's financial position. Operating protocols have been overhauled and remain under constant review by our experienced Health and Safety team to ensure our facilities are Covid-19 secure for the benefit of our staff and customers. The customer journey has been changed radically with greater emphasis on pre-booking and on-line transactions. Cleaning regimes have been totally overhauled and sanitation stations added throughout all facilities.

In the short to medium term Fusion is principally concerned with the following:

- Continual impact of Brexit on the supply chain – particularly across the construction sector with lead time extensions and rising prices for raw materials.
- The macro environment – which has seen significant increases to inflation rates (CPI and RPI %) over the last few months and the resultant spike to the “Cost of Living”
- Geo-political environment – following the Russian invasion of Ukraine and the impact on energy prices.

To the extent that if revenues do not gain significant traction, Fusion can flex its cost base to protect cash generation as it did during the national shutdowns in 2020 and early 2021.

Fusion can flex wet and dry side programmes at short notice to reduce instructor and space costs. Fusion's key supply contracts contain volume variance mechanisms to reduce contractual payment where there is reduced activity or sites to cover. Fusion normally has over 15 million visitors performing physical activities across 60 sites ranging from ice rink to outdoor lido. This environment combined with an increasingly exacting health & safety regime post-Covid pose new challenges to the company, while maintaining consistently high standards across over 1,500 staff. The company uses its in-house and external technical experts to:

- keep the company up to date on regulatory changes and best practice
- design, maintain and review policies and procedures
- design and operate a comprehensive audit programme
- report audit findings and other issues to the Trustees.

A significant part of the company training and induction activity is focused on health & safety and seeks to embed the relevant knowledge and behaviours in each staff member. The company's entire health & safety effort is

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

monitored by a dedicated Board sub-committee.

Reserves policy

Each year the Trustees review the risks and opportunities facing the company and those that have crystallised in previous years and set the reserves target accordingly. These targets have been updated to reflect the requirements of the new finance facility put in place in 2020 (CLBILS).

The new targets require the following:

- Cash holding not to fall below £3.5m, rising to £4m from September 2022 (following the removal of the cash sweep covenant)
- EBITDA to be at least 1.1 x fixed charges in the 12 months to March 2022
- Net Debt to be no more than 4.25 x EBITDA in the 12 months to March 2022.

On 31 December 2021 net reserves were £4.0m in deficit. The recovery plan discussed later in this report is designed to eliminate this deficit over the next 2 to 3 years.

Financial management policies

The company's business plan and associated financial budget is prepared by management and approved by the Board of Trustees. The risk register and reserves policy are updated as part of this process and are incorporated into the business targets. Performance against the plan is reported to and reviewed by the Board and its committees on a regular basis. Budgetary control is supported by documented internal control procedures which are reviewed annually. These procedures include the sign off process for investment expenditure.

Related parties and co-operating with other organisations

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity must be disclosed to the full board of trustees in the same way as any contractual relationship with a related party. In the current year no such related party transactions were reported.

Pay policy for senior staff

The pay and remuneration of key management personnel is set with reference to:

- the scale, complexity, and impact of the roles.
- benchmarking against similar sized organisations in the charity's operating sector.

Annual pay reviews take account of the following:

- market comparators
- the cost of living
- the charity's development
- the charity's performance against its objectives

Funding sources

Fusion normally funds its activity from a mix of working capital, cash reserves and external finance for long term investments. In 2021 the company accessed over £10.6m of grant funding through the government's Job Retention Scheme and the NLRF, plus a further £2.5m business interruption pay-out from Insurers.

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For the year ended 31 December 2021

Expenditure & key objectives

Most expenditure is incurred directly in the staffing and maintenance of the facilities where our services are delivered. Additionally, Fusion invests in:

- its infrastructure to improve efficiency & customer experience.
- marketing to reach more customers including target groups and increase overall activity levels; and
- training and development to improve customer experience as well as provide better careers for Fusion employees.

Plans for future

Fusion's overarching strategy is to secure its long-term future by establishing sustainable community services delivered from state of the art facilities, enabling the organisation to survive and flourish independently.

To achieve this, the business will follow six key strategies:

- deliver excellent services and facilities.
- develop carefully identified new business and partnerships.
- develop our people.
- achieve stability and growth in our existing operations.
- continue to improve efficiencies and effectiveness.
- develop our key partnerships.

Employee involvement and employment of the disabled

All employees have the opportunity for training, career development and promotion in accordance with their skills and ability. The company keeps all employees informed of matters affecting them by daily site meetings, weekly bulletins and quarterly corporate newsletters and takes account of their views.

The company recognised its responsibility under the Disability Discrimination Act 1995 and has continued to ensure that disabled employees are given consideration on an equal basis with other candidates in respect of all areas of employment, including recruitment, training, career development and promotion. We endeavour to promote continuing employment and, where necessary, arrange appropriate training for employees who have become disabled during their employment.

The company has implemented a range of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's Equal opportunities policy, the company 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 company's offices.

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

Engagement with suppliers, customers and others in a business relationship with the charity

Key suppliers are subject to competitive selection and in some cases, this will be for contracts of up to 5 years. Monthly meetings review contract delivery and Fusion business performance. With key suppliers there is much collaboration on the development of product and service specification to ensure they meet long term business and customer needs. Relationships with suppliers is critical to maintaining operations during the disruption of the Covid pandemic. Despite the financial pressures Fusion has not requested the write-off of any trade creditor balances and where forbearance arrangements were agreed in the early part of the crisis those suppliers have now been paid in full.

Under normal circumstance the nature of Fusion business activity necessitates significant direct and close interaction between our staff and our customers, which is why staff selection and training focuses on customer engagement. These interactions have had to be moderated post-Covid and therefore there is more reliance on digital media and in particular social media posts on relevant local material. Fusion encourages all forms of customer feedback, previously including "Meet the Manager" events. Most of this feedback is on-line. Fusion has built an application that collates all feedback irrespective of medium which permits daily reporting and management response.

Streamlined energy and carbon reporting

UK Greenhouse gas emissions and energy use data for the period 1 January to 31 December:

	2021	2020
Energy consumption used to calculate emissions (kWh)	78,388,370	69,794,667
Energy consumption break down (kWh):		
gas	57,335,208	51,508,579
electricity	20,801,957	17,920,847
transport fuel	251,205	365,242
Scope 1 emissions in metric tonnes CO2e		
gas consumption	10,502	9,470
fugitive Emissions	Nil	nil
Total scope 1	10,502	9,470
Scope 2 emissions in metric tonnes CO2e Purchased electricity	4,417	4,178
Scope 3 emissions in metric tonnes CO2e Business travel in employee owned vehicles	452	725
Total gross emissions in metric tonnes CO2e	15,370	14,372
Intensity ratio		
Tonnes CO2e per leisure centre visit	0.0035	0.0030

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For the year ended 31 December 2021

Quantification and Reporting Methodology

We have followed the HM Government Environmental Reporting Guidelines March 2019. We have also used the GHG Reporting Protocol – Corporate Standard and the 2021 UK Government GHG Conversion Factors for Company Reporting.

Electricity and gas kWh is measured by using Half-Hourly data where available, with in-house meter reads used as a secondary measure. Electricity emissions include those associated with transmission and distribution.

Business travel emissions are calculated as per Government GHG Conversion Factors for Company Reporting 2021.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO₂e per leisure centre visit.

Measures taken to improve energy efficiency

Measures taken in 2021 have primarily focussed on the need to minimise energy consumption so far as possible during periods of prolonged closure.

Our sites remained closed during the national lockdown at the start of 2021, so we continued the practices learnt during 2020 to ensure that energy consumption was tightly controlled.

All sites were shutdown to a specific process, following a shutdown checklist to ensure that all non-essential plant and equipment is switched off and that there is no unnecessary energy consumption. Each building was also inspected on a weekly basis. This ensures that they are maintained in safe manner, but also serves to highlight any unexpected energy consumption.

As our business re-opened we focussed on ensuring we were doing the basics of energy efficiency – a 'Back to Basics' campaign was launched to recommunicate our required operational standards for how we operate our buildings as efficiently as possible, avoiding unnecessary and uncontrolled consumption.

A programme of in-house site energy audits was also developed to monitor compliance with operational standards and to identify measures to improve energy efficiency.

An Energy Strategy is also being developed in collaboration with an external consultancy. This is a 6 month programme that began in late 2021 and will continue into 2022.

Trustees' responsibilities statement

The Trustees (who are also directors of Fusion Lifestyle for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2021

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP
- make judgments and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to auditors

The Trustees confirm that:

- so far as that each Trustee is aware, there is no relevant audit information of which the company's auditor is unaware, and
- that each Trustee has taken all the steps that ought to have been taken as Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

McCabe Ford Williams were appointed auditors on 21 October 2019 to fill a casual vacancy in accordance with section 485(3) of the Companies Act 2006.

This report, incorporating the Group strategic report, was approved by the Trustees, in their capacity as company directors, on 25 April 2022 and signed on their behalf on 25 April 2022 by:

Mike Nelson

Mr M Nelson
Chairman

Independent Auditor's Report to the Members of Fusion Lifestyle

Opinion

We have audited the financial statements of Fusion Lifestyle Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Cash Flow Statement 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, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources including the group's 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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.

Material uncertainty related to going concern

We draw attention to note 1 in the financial statements which indicates that the effects of the COVID-19 pandemic has had a detrimental impact on the financial position of the Group and parent charitable company. As stated in note 1 these events or conditions, along with other matters as set forth in note 1 indicate that a material uncertainty exists which may cast significant doubt on the Group and parent charitable company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditor's Report to the Members of Fusion Lifestyle

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 Strategic Report, prepared for the purposes of company law, included in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report included in the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 set out on pages 14 and 15, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report to the Members of Fusion Lifestyle

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: Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and our experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including, but not limited to, the Companies Act 2006, UK tax legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- reviewed management contracts where contract variations had arisen;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and the relevant regulator.

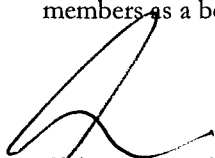
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

Independent Auditor's Report to the Members of Fusion Lifestyle

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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Clair Rayner FCA DChA (Senior Statutory Auditor)
for and on behalf of McCabe Ford Williams
Statutory Auditors and Chartered Accountants
Bank Chambers
1 Central Avenue
SITTINGBOURNE
ME10 4AE

Date: 25/4/2022.

Fusion Lifestyle**(A company limited by guarantee)**

Consolidated Statement of Financial Activities

(incorporating consolidated income and expenditure account)

For the year ended 31 December 2021

		Unrestricted funds 2021 £000	Restricted funds 2021 £000	Total funds 2021 £000	(As Restated) Total funds 2020 £000
	Note				
Income:					
Income from charitable activities:					
Community sports services	3	30,760	-	30,760	35,442
Investment income	4	1	-	1	2
Donation income	5	2,743	7,918	10,661	13,251
Other income	6	2,500	-	2,500	-
Total income		36,004	7,918	43,922	48,695
Expenditure on:					
Expenditure on charitable activities:					
Operation of community sports services	7	35,961	7,918	43,879	67,647
Total expenditure		35,961	7,918	43,879	67,647
Net income and net movement in funds for the year		43	-	43	(18,952)
Actuarial (losses)/gains on defined benefit pension schemes		594	-	594	(141)
Net movement in funds		637	-	637	(19,093)
Reconciliation of funds:					
Total funds brought forward					
As previously reported		(3,870)	-	(3,870)	14,453
Prior period adjustment	18	(770)	-	(770)	-
		(4,640)	-	(4,640)	14,453
Total funds carried forward		(4,003)	-	(4,003)	(4,640)

All income and expenditure derive from continuing activities. All activities relate to unrestricted funds.

The consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 46 form part of these financial statements.

Fusion Lifestyle (Registered no. 05324416)

(A company limited by guarantee)

Consolidated Balance Sheet

As at 31 December 2021

		2021	(As restated)
	Note	£000	2020 £000
Fixed assets			
Intangible assets	11	402	588
Tangible assets	12	<u>19,886</u>	<u>22,899</u>
		20,288	23,487
Current assets			
Stocks		73	-
Debtors	14	2,320	3,157
Cash at bank and in hand		<u>6,628</u>	<u>5,674</u>
		9,021	8,831
Creditors: amounts falling due within one year	15	<u>(7,498)</u>	<u>(6,257)</u>
Net current assets/(liabilities)		<u>1,523</u>	<u>2,574</u>
Total assets less current liabilities		21,811	26,061
Creditors: amounts falling due after one year	16	(19,386)	(20,895)
Accruals and deferred income	17	<u>(6,224)</u>	<u>(9,101)</u>
Net assets excluding pension liability		(3,799)	(3,935)
Defined benefit pension scheme liability	27	(204)	(705)
Net assets including pension liability		<u>(4,003)</u>	<u>(4,640)</u>
Charity Funds			
Restricted funds		-	-
Unrestricted funds:			
Unrestricted funds excluding pension liability		(3,799)	(3,935)
Pension reserve		<u>(204)</u>	<u>(705)</u>
Total unrestricted funds		<u>(4,003)</u>	<u>(4,640)</u>
Total funds of the group	19	<u>(4,003)</u>	<u>(4,640)</u>

The financial statements were approved by the Trustees on 25/1/22 and signed on their behalf by Mike Nelson.

Mike Nelson

The notes on pages 24 to 46 form part of these financial statements.

Fusion Lifestyle (Registered no. 05324416)

(A company limited by guarantee)

Company Balance Sheet

As at 31 December 2021

		2021	(As restated)
	Note	£000	2020 £000
Fixed assets			
Intangible assets	11	379	475
Tangible assets	12	19,624	22,495
Investments	13	<u>729</u>	<u>729</u>
		20,732	23,699
Current assets			
Stocks		71	-
Debtors	14	3,197	3,531
Cash at bank and in hand		<u>5,038</u>	<u>5,027</u>
		8,306	8,558
Creditors: amounts falling due within one year	15	<u>(7,170)</u>	<u>(6,040)</u>
Net assets/(liabilities)		<u>1,136</u>	<u>2,518</u>
Total assets less current liabilities		21,868	26,217
Creditors: amounts falling due after one year	16	(19,386)	(20,835)
Accruals and deferred income	17	<u>(5,783)</u>	<u>(8,892)</u>
Net assets excluding pension liability		(3,301)	(3,510)
Defined benefit pension scheme liability	27	<u>(204)</u>	<u>(705)</u>
Net assets including pension liability		<u>(3,505)</u>	<u>(4,215)</u>
The funds of the charity			
Restricted funds:		-	-
Unrestricted funds:		-	-
Unrestricted funds excluding pension liability		(3,301)	(3,510)
Pension reserve		<u>(204)</u>	<u>(705)</u>
Total unrestricted funds		<u>(3,505)</u>	<u>(4,215)</u>
Total charity funds	19	<u>(3,505)</u>	<u>(4,215)</u>

The financial statements were approved by the Trustees on 25/4/22 and signed on their behalf by Mike Nelson.

Mike Nelson

The notes on pages 24 to 46 form part of these financial statements.

Fusion Lifestyle**(A company limited by guarantee)****Consolidated Statement of Cash Flows****For the year ended 31 December 2021**

	Note	2021 £000	2020 £000
Cash flows from operating activities			
Net cash provided by operating activities	20	<u>5,684</u>	<u>(1,466)</u>
Cash flows from investing activities:			
Cash acquired with Active Life		-	-
Purchase of intangible fixed assets		-	(6)
Purchase of tangible fixed assets		(2,037)	(4,865)
Proceeds from sale of fixed assets		-	3,022
Interest received		1	2
Cash inflows from new finance lease obligations		-	-
Interest paid		<u>(609)</u>	<u>(1,215)</u>
Net cash used in investing activities		<u>(2,645)</u>	<u>(3,062)</u>
Cash flows from financing activities:			
Repayments of borrowings		(1,163)	(3,992)
Repayment of finance lease obligations		(922)	(434)
Cash inflows from new loans		<u>-</u>	<u>13,311</u>
Net cash provided/(used) by financing activities		<u>(2,085)</u>	<u>8,885</u>
Change in cash and cash equivalents in the year		954	4,357
Cash and cash equivalents brought forward		<u>5,674</u>	<u>1,317</u>
Cash and cash equivalents carried forward		<u>6,628</u>	<u>5,674</u>

Notes to the Financial Statements

For the year ended 31 December 2021

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, unless otherwise stated in the relevant notes(s) to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Companies Act 2006.

Fusion Lifestyle meets the definition of a public benefit entity under FRS102.

The Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006.

1.2 Going concern

Following the Coronavirus pandemic there are material uncertainties related to the events and conditions set out below that may cast significant doubt upon the group and charity's ability to continue as a going concern and therefore whether the group will realise its assets and settle its liabilities in the ordinary course of business at the amounts recorded in the financial statements. These uncertainties are inherent in the pandemic itself and as the group and charitable company continue to recover from the impact of the pandemic are mainly associated with the groups success in securing refinancing of its £13m CLBILs loan which is due for repayment in full in November 2023.

Fusion has undertaken a huge amount of activity to mitigate the disruption that has already taken place as well as what it believes may happen in the future. This activity has been successful to date in averting what could have been a fatal financial disaster.

The company now has extensive experience of operating a Covid-secure environment. It also has extensive experience of shutting down operations quickly, at minimal cost and then maintaining them in a safe closed state at a minimal cost.

In the face of reduced revenue and a slow recovery, the company has been restructured to substantially reduce its cost base; implemented improved and efficient operating protocols; and developed new on-line revenue streams and customer engagement systems.

All the above support financial projections in which the business is cash generative, able to service fixed charges with a suitable safety margin and returns to an accounting surplus. For this reason, the Board continue to adopt the going concern basis for preparing these financial statements. The refinancing of the loan does represent a material uncertainty however discussions with the bank regarding the loan facility have already begun and it's expected that a facility will be negotiated in time for the expiration of the loan in November 2023.

Notes to the Financial Statements

For the year ended 31 December 2021

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The designated funds are set aside for the defined benefit pension liability detailed in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund, where relevant, is set out in the notes to the financial statements

1.4 Income Recognition

All incoming resources are included in the Statement of financial activities when the Group has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability.

Leisure centre income received in advance for courses and memberships is deferred and recognised in the period in which the service is performed. The value of deferred income at 31 December 2021 is reported in note 17.

Grants and management fees receivable in respect of specified period relating to the general activities of the company are recognised in the Statement of Financial Activities in the period in which they become receivable.

1.5 Government Grants

Government grants are recognised when the performance related conditions imposed upon the receipt of the grant have been met. Where these have not been satisfied, these grants are recognised as liabilities. If grants are not conditional on future performance related conditions, then income is recognised when the grant proceeds are receivable.

During the year the Charity received the following grants:

National Leisure Recovery Fund (NLRF) payments to support the reopening of leisure centres to the public as government restrictions were lifted during the year.

Coronavirus Job Retention Scheme (CJRS) to cover a portion of employees' wages who were furloughed due to the coronavirus pandemic.

Government Business Grants relating to the retail, hospitality and leisure industries awarded during the lockdown periods.

Notes to the Financial Statements

For the year ended 31 December 2021

1.6 Resources expended

All expenditure is recognised where a present legal or constructive obligation exists at the reporting date as a result of a past event and it is probable (more likely than not) that a transfer of economic benefits, often cash, will be required in settlement and can be measured or estimated reliably.

1.7 Intangible fixed assets and amortisation

Intangible assets represent pre contract costs. Pre contract costs that are directly attributable to a contract are recognised as an intangible fixed asset only where it is virtually certain that the contract will be awarded. Where it is merely a possibility that a contract will be awarded, no intangible asset is recognised and the costs are written off to the Statement of financial activities as incurred. When the contract has been awarded, capitalised pre contract costs are amortised over the life of the contract (between 5 and 25 years).

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold Improvements	-	Over remaining term of lease
Motor Vehicles	-	Over 3 years
Equipment	-	Over 3/5/10 years
Computer Systems	-	Over 3 years

Fixed assets are recognised when: a resource is controlled by the charity as a result of a past event or transaction, for example a past gift or purchase; it is probable that the expected future economic benefits associated with the asset will flow to the charity; and the historical cost or fair value of the asset can be measured reliably

The buildings and plant at the centres are leased to the company as part of the overall contractual relationship with the Authority but the Authority maintains ultimate risks and rewards of these assets. Accordingly, the access which the company has to these assets is to enable it to operate the leisure centres and deliver the public service it is contracted to provide. The company does not own these public service assets. These assets are therefore not recognised on the company's Balance Sheet.

Impairment reviews are carried out when there is an indication that impairment exists and impairment losses identified are immediately expensed.

1.9 Leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

All other leases are regarded as operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Notes to the Financial Statements

For the year ended 31 December 2021

1.10 Stocks

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

1.11 Liabilities

Liabilities are recognised when there is a legal or constructive obligation to pay cash or other assets, and are carried at the present value of the obligation until the obligation is extinguished.

1.12 Pensions

The company operates both defined benefit and defined contribution pension schemes.

The company has admitted body status and contributes on behalf of its employees to a number of local government pension schemes. In respect of those schemes where the local authority has indemnified the company against changes in the employer contribution rate and any liability which may become payable as a result of the termination or expiry of a contract, the company has no further liability to fund the scheme beyond its contributions paid in the year. The amount charged to the statement of financial activities therefore represents the contribution payable to the scheme during the year.

For those schemes where the company is not fully indemnified, scheme assets are measured at fair values. Scheme liabilities are measured annually on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit, after taking account of any contractual indemnity provided by the local authority, is presented separately

from other net assets on the balance sheet. The current service cost and costs from settlements and curtailments are charged to the Statement of Financial Activities. Interest on scheme liabilities and the expected return on scheme assets are also included in the Statement of Financial Activities. Actuarial gains and losses are reported as other recognised gains and losses in the Statement of Financial Activities. Refer to note 25 for the reconciliation in the Statement of Financial Activities and the changes impacted under FRS 102.

Contributions to defined contribution schemes are charged to the Statement of Financial Activities as incurred. These include contributions to the stakeholder pension scheme and employees' personal pension schemes.

1.13 Basis of consolidation

The financial statements consolidate the accounts of Fusion Lifestyle and all of its subsidiary undertakings ('subsidiaries').

The results of subsidiaries acquired during the year are included from the effective date of acquisition.

The company has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and expenditure account.

The income and expenditure for the year dealt with in the accounts of the company was a surplus of £710K (2020: £18,499K loss).

Fusion Lifestyle

(A company limited by guarantee)

Notes to the Financial Statements

For the year ended 31 December 2021

1.14 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

1.15 Taxation

The company is a registered charity and is subject to neither corporation tax nor income tax on its charitable activities.

1.16 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

1.17 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised cost using the effective interest method.

1.18 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

1.19 Accruals and deferred income

Costs are accrued into the accounts to conform with the matching concept and reflect liabilities where a service or goods have been received but no invoice has yet been raised. Memberships can be payments taken in advance but the income recognition is spread over the average length of the membership.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

There are a number of actuarial assumptions used in the quantification of the group's pension commitments which are described in note 27. With the exception of the pension commitments there are no material judgements or estimates applied in the preparation of these accounts.

3. Income from charitable activities

	Total funds 2021 £000	Total funds 2020 £000
Community sports services	30,760	35,442

4. Investment income

	2021 £000	2020 £000
Deposit account interest	1	2

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Notes to the Financial Statements

For the year ended 31 December 2021

5. Donation income

	2021 £000	2020 £000
Grant income	10,661	13,251

In 2021 the Group received £4.6M (2020 - £Nil) of grant funding as part of the National Leisure Recovery Fund (NLRFF), £3.3M (2020 - £13.2M) of grant funding from the government's Job Retention Scheme (JRS) and £2.7M (2020 - £Nil) of other grants & donations.

6. Other income

	2021 £000	2020 £000
Insurance claim	2,500	-

In 2021, the Group received £2.5M (2020 - £Nil) of income related to a Covid Business Interruption Claim on its insurance policy.

7. Summary by expenditure type

	Staff costs £000	Support costs £000	Direct costs £000	Fixed asset disposal £000	Total funds 2021 £000	(Restated) Total funds 2020 £000
Community sports service	20,511	21,991	1,335	42	43,879	67,647

All support costs relate to the sole charitable activity of the company, being the provision of leisure facilities.

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2021****8. Analysis of support and governance costs**

	General support £000	Governance function £000	Total 2021 £000	Total 2020 £000
IT costs	1,514	-	1,514	1,318
Finance costs	1,030	-	1,030	1,664
Marketing materials	690	-	690	637
Administration	3,288	-	3,288	7,190
Other staff related costs	581	-	581	442
Facilities management costs	9,646	-	9,646	10,845
Amortisation	185	-	185	195
Depreciation	5,009	-	5,009	6,667
Auditor Fees	-	48	48	36
Trustee expenses	-	-	-	1
	<u>21,943</u>	<u>48</u>	<u>21,991</u>	<u>28,995</u>

Support costs are allocated to the charitable activities on the basis of headcount or on the estimated service delivered by the support service or other bases if these are more appropriate. The audit fees include £14K in relation to work in the subsidiary companies.

9. Net incoming/(outgoing) resources

This is stated after charging:

	2021 £000	2020 £000
Divestment Costs	-	6,272
COVID secure implementation costs	-	410
Staff restructuring costs	-	1,860
Depreciation of tangible fixed assets:		
- owned by the group	5,009	6,667
Auditor's remuneration:		
- Company	34	30
- Subsidiary	14	6
Amortisation of pre-contract costs	94	105
Amortisation of goodwill	<u>90</u>	90

Fusion Lifestyle

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Notes to the Financial Statements

For the year ended 31 December 2021

10. Staff costs

Staff costs were as follows:

		(Restated)
	2021	2020
	£000	£000
Wages and salaries	18,641	27,450
Social security costs	1,080	1,437
Other pension costs	790	911
	<u>20,511</u>	<u>29,798</u>
Staff restructuring costs	=	1,860
	<u>20,511</u>	<u>31,658</u>

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

2021	2020
No.	No.
<u>1,331</u>	<u>2,500</u>

In the prior year, the Group incurred staff restructuring costs of £1,860K. This total included ex-gratia payments of £46K and redundancy of £898K.

During the current year, the company entered into further settlement agreements with a staff, which gave rise to ex-gratia payments totalling £259K.

During the year no Trustees received any remuneration (2020 - £Nil) and no Trustees received any benefits in kind (2020 - £Nil). No trustees (2020: two trustees) were reimbursed expenses in respect of trustee meetings amounting to £Nil (2020 - £56).

The number of higher paid employees was:

	2021	2020
	No.	No.
In the band £60,001 - £70,000	5	4
In the band £70,001 - £80,000	4	3
In the band £80,001 - £90,000	2	1
In the band £90,001 - £100,000	1	-
In the band £100,001 - £110,000	-	2
In the band £120,001 - £130,000	2	-
In the band £140,001 - £150,000	1	-
In the band £170,001 - £180,000	1	-
In the band £190,001 - £200,000	-	1

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Notes to the Financial Statements

For the year ended 31 December 2021

10. Staff costs - continued

The number of employees earning in excess of £60,000 (for the year) to whom the retirement benefits are accruing under defined benefit schemes is nil (2020 - nil).

Total contributions to defined contribution schemes for those higher paid employees included above amounted to £81K (2020 - £82K).

The highest paid employee received remuneration of £242K (2020 - £258K).

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Commercial & Operations Director, and the Director of Finance & Resources. The total employee benefits for these personnel were £675K (2020 - £562K). The Trustees received no remuneration.

11. Intangible fixed assets

Group	Pre contract costs £000	Goodwill £000	Total £000
Cost			
At 1 January 2021	1,390	700	2,090
Additions	-	-	-
Disposals	(3)	-	(3)
At 31 December 2021	<u>1,387</u>	<u>700</u>	<u>2,087</u>
Amortisation			
At 1 January 2021	916	586	1,502
Charge for the year	94	91	185
Disposals	(2)	-	(2)
At 31 December 2021	<u>1,008</u>	<u>677</u>	<u>1,685</u>
Carrying amount			
At 31 December 2021	<u>379</u>	<u>23</u>	<u>402</u>
At 31 December 2020	<u>474</u>	<u>114</u>	<u>588</u>

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Notes to the Financial Statements

For the year ended 31 December 2021

11. Intangible fixed assets continued

Company	Pre contract costs £000
Cost	
At 1 January 2021	1,391
Additions	-
Disposals	(4)
At 31 December 2021	<u>1,387</u>
Amortisation	
At 1 January 2021	916
Charge for the year	94
Disposals	(2)
At 31 December 2021	<u>1,008</u>
Carrying amount	
At 31 December 2021	<u>379</u>
At 31 December 2020	<u>475</u>

12. Tangible fixed assets

Group	Leasehold improvements £000	Assets in course of construction £000	Motor vehicles £000	Equipment £000	Computer systems £000	Total £000
Cost						
At 1 January 2021	29,072	185	2	22,322	3,277	54,858
Additions	1,337		-	605	95	2,037
Transfer of assets completed in year		-	-	-	-	-
Disposals	(192)	-	-	(613)	-	(805)
At 31 December 2021	30,217	<u>185</u>	<u>2</u>	<u>22,314</u>	<u>3,372</u>	<u>56,090</u>
Depreciation						
At 1 January 2021	12,365	-	2	16,876	2,716	31,959
Charge for the year	2,197	-	-	2,479	333	5,009
Disposals	(189)	-	-	(575)	-	(764)
At 31 December 2021	<u>14,373</u>	<u>-</u>	<u>2</u>	<u>18,780</u>	<u>3,049</u>	<u>36,204</u>
Net book value						
At 31 December 2021	<u>15,844</u>	<u>185</u>	<u>=</u>	<u>3,534</u>	<u>323</u>	<u>19,886</u>
At 31 December 2020	<u>16,707</u>	<u>185</u>	<u>=</u>	<u>5,446</u>	<u>561</u>	<u>22,899</u>

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Notes to the Financial Statements

For the year ended 31 December 2021

12. Tangible fixed assets - continued

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

Group	2021 £000	2020 £000
Land and buildings	1,032	1,128
Furniture, fittings and equipment	<u>1,315</u>	<u>1,940</u>
	<u>2,347</u>	<u>3,068</u>

Depreciation charged for the year amounted to £96K (2020 - £98K) and £624K (2020 - £851K) for leasehold improvements and equipment held under finance leases or hire purchase contracts respectively.

Company	Leasehold improvements £000	Assets in course of construction £000	Motor vehicles £000	Equipment £000	Computer systems £000	Total £000
Cost						
At 1 January 2021	28,932	185	2	21,822	3,277	54,218
Additions	1,337	-	-	601	95	2,033
Transfer of assets completed in year	-	-	-	-	-	-
Disposals	(192)	-	-	(613)	-	(805)
At 31 December 2021	<u>30,077</u>	<u>185</u>	<u>2</u>	<u>21,810</u>	<u>3,372</u>	<u>55,446</u>
Depreciation						
At 1 January 2021	12,236	-	2	16,766	2,719	31,723
Charge for the year	2,169	-	-	2,362	333	4,864
Disposals	(189)	-	-	(575)	-	(764)
At 31 December 2021	<u>14,216</u>	<u>-</u>	<u>2</u>	<u>18,553</u>	<u>3,052</u>	<u>35,823</u>
Net book value						
At 31 December 2021	<u>15,861</u>	<u>185</u>	<u>=</u>	<u>3,257</u>	<u>320</u>	<u>19,624</u>
At 31 December 2020	<u>16,696</u>	<u>185</u>	<u>=</u>	<u>5,056</u>	<u>558</u>	<u>22,495</u>

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Notes to the Financial Statements

For the year ended 31 December 2021

12. Tangible fixed assets - continued

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2021	2020
Company	£000	£000
Land and buildings	1,032	1,128
Furniture, fittings and equipment	<u>1,078</u>	<u>1,625</u>
	<u>2,110</u>	<u>2,753</u>

Depreciation charged for the year amounted to £96K (2020 - £98K) and £548K (2020 - 807K) for leasehold improvements and equipment held under finance leases or hire purchase contracts respectively.

13. Investments in subsidiaries

	Shares in group undertakings
Company	£000
Cost	
At 1 January 2021	729
At 31 December 2021	729

The investment above relates entirely to the Active Life subsidiary.

Subsidiaries

Company name	Country	Percentage Shareholding	Description	Profit/ (Loss) 2021 £000	Net Assets 2021 £000
Virgin Active Management Limited Registered number: 02353684	England	100%	Sports and leisure facilities	nil	nil
Active Life Registered number: 04376721	England	100%	Sports and leisure facilities	18	177

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Notes to the Financial Statements

For the year ended 31 December 2021

14. Debtors

	<u>Group</u>		<u>Company</u>	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade debtors	405	965	394	965
Amounts owed by group undertakings	-	-	900	373
Other debtors	122	408	122	408
Prepayments and accrued income	1,793	1,784	1,781	1,784
	<u>2,320</u>	<u>3,157</u>	<u>3,197</u>	<u>3,530</u>

15. Creditors:

Amounts falling due within one year

	<u>Group</u>		<u>Company</u>	
	2021	2020	2021	2020
	£000	£000	£000	£000
Other loans	669	1,065	657	1,015
Net obligations under finance leases and hire purchase contracts	827	1,007	780	952
Trade creditors	3,007	2,640	2,865	2,640
Amounts owed to group undertakings	-	-	-	-
Other taxation and social security	386	1,487	352	1,378
Other creditors	2,609	58	2,516	55
	<u>7,498</u>	<u>6,257</u>	<u>7,170</u>	<u>6,040</u>

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

	<u>Group</u>		<u>Company</u>	
	2021	2020	2021	2020
	£000	£000	£000	£000
Other loans	19,007	19,774	19,007	19,761
Net obligations under finance leases and hire purchase contracts	379	1,121	379	1,074
	<u>19,386</u>	<u>20,895</u>	<u>19,386</u>	<u>20,835</u>

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2021****16. Creditors: Amounts falling due after more than one year - continued**

Other loans are repayable as follows:

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Less than 1 year	669	1,065	657	1,015
2 to 5 years	14,165	14,750	14,165	14,737
Over 5 years	4,842	5,024	4,842	5,024
Total	19,676	20,839	19,664	20,776

Other loans includes the CBILS (Coronavirus Business Interruption Loan Scheme) funding of £13M which is secured by fixed and floating charges over all the company's assets. The rest of the loan is secured by charges over the company's leasehold interest in certain properties to which the financing has been applied for development purposes.

The CBILS loan is repayable in full November 2023 there are no repayment prior to this date. The other loans are repayable in full on a monthly or quarterly basis with maturity dates ranging between 2021 and 2043.

All of the loans are fixed rate interest. One of the finance leases is floating rate and its outstanding liability at 31st December 2021 was £477K. All the other finance leases are fixed rate with 3 year terms.

Obligations under finance leases and hire purchase contracts, included above, are payable as follows:

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Less than 1 year	827	1,007	780	952
2 to 5 years	379	1,121	379	1,074
Over 5 years	-	-	-	-
Total	1,206	2,128	1,159	2,026

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Notes to the Financial Statements

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17. Accruals and deferred income

	Group		Company	
	(As restated)		(As restated)	
	2021	2020	2021	2020
	£000	£000	£000	£000
Accruals	5,911	8,743	5,519	8,534
Deferred income	313	358	264	358
	6,224	9,101	5,783	8,892

18. Prior Year Adjustment

The accounts prepared for the year ended 31 December 2020 were identified to have not recognised the cost of unutilised annual leave. The comparatives have subsequently been adjusted. The impact of this adjustment on the Group and the Company are as follows:

Group	As previously stated	Prior period adjustment for annual leave accrual	As restated
	£000	£000	£000
Profit and loss account 2020			
Income	48,695	-	48,695
Expenditure			
Staff costs	(30,888)	(770)	(31,658)
Other categories	(35,989)	-	(35,989)
Actuarial losses	(141)	-	(141)
Net movement in funds	(18,323)	(770)	(19,093)
Total funds brought forward	14,453	-	14,453
Total funds carried forward	(3,870)	(770)	(4,640)
 Balance sheet as at 31 December 2020			
Unrestricted funds			
General funds – all	(3,165)	(770)	(3,935)
Pension reserve	(705)	-	(705)
Total unrestricted funds	(3,870)	(770)	(4,640)

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Notes to the Financial Statements

For the year ended 31 December 2021

18. Prior Year Adjustment - continued

The impact of this adjustment is that both staff costs and the accruals balance from prior year have increased by £770K for the Group. The revised deficit for the group for year ended 31 December 2020 was £19,093K.

Company	As previously stated £000	Prior period adjustment for annual leave accrual £000	As restated £000
Profit and loss account 2020			
Income	45,287	-	45,287
Expenditure			
Staff costs	(28,171)	(559)	(28,730)
Other categories	(34,915)	-	(34,915)
Actuarial losses	(141)	-	(141)
Net movement in funds	(17,940)	(559)	(18,499)
Total funds bought forward	14,284	-	14,284
Total funds carried forward	(3,656)	(559)	(4,215)
Balance sheet as at 31 December 2020			
Unrestricted funds			
General funds – all	(2,951)	(559)	(3,510)
Pension reserve	(705)	-	(705)
Total unrestricted funds	(3,656)	(559)	(4,215)

The impact of this adjustment is that both staff costs and the accruals balance from prior year have increased by £559K for the company. The revised deficit for the Company for year ended 31 December 2020 was £18,499K.

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Notes to the Financial Statements

For the year ended 31 December 2021

19. Statement of Funds

Group	(As restated)	Income	Expense	Gains/ (Losses)	Carried Forward
	Brought Forward £000	£000	£000	£000	£000
Unrestricted funds					
General Funds - all	(3,935)	36,004	(35,868)	-	(3,799)
Pension reserve	(705)	-	(93)	594	(204)
Restricted funds					
National Leisure Recovery Fund	-	4,612	(4,612)	-	-
Coronavirus Job Retention Scheme	-	3,306	(3,306)	-	-
	(4,640)	43,922	(43,879)	594	(4,003)

Company	(As restated)	Income	Expense	Gains/ (Losses)	Carried Forward
	Brought Forward £000	£000	£000	£000	£000
Unrestricted funds					
General Funds - all	(3,510)	33,576	(33,367)	-	(3,301)
Pension reserve	(705)	-	(93)	594	(204)
Restricted funds					
National Leisure Recovery Fund	-	4,236	(4,236)	-	-
Coronavirus Job Retention Scheme	-	2,506	(2,506)	-	-
	(4,215)	40,318	(40,202)	594	(3,505)

The nature and purpose of each restricted fund is as follows:

Coronavirus Job Retention Scheme (CJRS)

Government grant income used to cover a portion of the employees' wages who were furloughed due to the coronavirus pandemic.

National Leisure Recovery Fund

UK Government fund to support leisure centre operators reopen following the enforced closures in response to the coronavirus pandemic. The fund is restricted for use towards the costs of running the respective charity's leisure centres where claims were made, including utilities, staff (who have not been furloughed), essential asset maintenance and security costs.

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Notes to the Financial Statements

For the year ended 31 December 2021

20. Analysis of net assets between funds

Group

	Unrestricted Funds	Restricted Funds	2021 Funds	2020 Funds
	£000	£000	£000	£000
Fixed Assets	20,288	-	20,288	23,487
Current Assets	9,021	-	9,021	8,831
Current Liabilities	(13,722)	-	(13,722)	(15,358)
Long Term Liabilities	(19,386)	-	(19,386)	(20,895)
Pension Liability	(204)	-	(204)	(705)
Total	(4,003)	-	(4,003)	(4,640)

Company

	Unrestricted Funds	Restricted Funds	2021 Funds	2020 Funds
	£000	£000	£000	£000
Fixed Assets	20,732	-	20,732	23,699
Current Assets	8,191	-	8,191	8,558
Current Liabilities	(12,838)	-	(12,838)	(14,932)
Long Term Liabilities	(19,386)	-	(19,386)	(20,835)
Pension Liability	(204)	-	(204)	(705)
Total	(3,505)	-	(3,505)	(4,215)

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Notes to the Financial Statements

For the year ended 31 December 2021

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

	2021 £000	(As restated) 2020 £000
Net incoming/(outgoing) resources	637	(19,093)
Movements on defined benefit scheme (incl. actuarial adjustments)	(501)	230
Interest received	(1)	(2)
Interest paid	609	1,215
Amortisation of intangible fixed assets	185	195
Depreciation of tangible fixed assets	5,009	6,667
Loss on disposal of assets (tangible & intangible)	42	5,557
(Increase)/Decrease in stocks	(73)	184
Decrease in debtors	837	383
Decrease/(Increase) in creditors (excl. other loans & hire purchase liabilities)	(1,060)	3,198
Net cash used in operating activities	5,684	(1,466)

22. Analysis of cash and cash equivalents

	2021 £000	2020 £000
Cash in hand	6,628	5,674
Total	6,628	5,674

23. Analysis of changes in net debt

	31.12.2020	Cash Flows	Non-Cash Changes		31.12.2021
			New Finance Leases	Other Non-Cash Changes	
Cash in hand	5,674	954	-	-	6,628
Debt due within one year	(2,072)	576	-	-	(1,496)
Debt due greater than one year	(20,895)	1,509	-	-	(19,386)
	<u>(17,293)</u>	<u>3,039</u>	<u>-</u>	<u>-</u>	<u>(14,254)</u>

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Notes to the Financial Statements

For the year ended 31 December 2021

24. Contingent liabilities

At the balance sheet date contingent liabilities existed in respect of guarantee and performance bonds amounting to £745k (2020 - £3,040K). The company has taken out insurance cover in respect of these amounts.

25. Operating lease commitments

Total future minimum lease payments under non-cancellable leases:

	2021	2020
	£000	£000
Expiring:		
within 1 year	217	192
between one and five years	1,505	804
in more than 5 years	13,519	13,342
Total	15,241	14,338

26. Capital commitments

The company was committed to the purchase of two new boilers worth £36K as at 31 December 2021 (2020 - £nil).

27. Pension commitments

Fusion Lifestyle is an admitted body in 9 defined benefit local government pension schemes. In 8 of these schemes the local council has fully indemnified the company against funding liabilities arising at any time. For those schemes where Fusion is not indemnified a full actuarial valuation was carried out at 31 March 2019 and updated at 31 December 2021 by a qualified independent actuary.

Tunbridge Wells Borough Council has given a legal undertaking indemnifying the company in respect of pension contributions in so far as and to the extent that these may affect pension benefits accrued before 1 October 2006, the transfer date of the Leisure Services from Tunbridge Wells Borough Council to the company. At 1 October 2006 the pension liability for which Tunbridge Wells Borough Council is responsible amounted to £223K. At 31 December 2021 the deficit had increased to £427K, which was £204K in excess of the £223K indemnity. The financial statements therefore show a pension liability of £204K.

As part of the acquisition of Virgin Active Management Limited, the Group assumed pension liabilities relating to employees of that company of £189K. At 31 December 2021 the scheme was valued with a £334K surplus. This surplus is not recoverable by the scheme employer and therefore a nil asset/liability is recognised in these accounts.

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Notes to the Financial Statements

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27. Pension commitments - continued

The amounts recognised in the Balance sheet are as follows:

	2021 £000	2020 £000
Present value of funded obligations	5,603	6,114
Fair value of scheme assets	5,510	5,255
Deficit in schemes	(93)	(859)
Surplus not recognised in Virgin Active Management	(334)	(69)
	(427)	(928)
Indemnity	223	223
Net liability	(204)	(705)

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

	2021 £000	2020 £000
Service cost	(35)	(33)
Interest on obligation	(12)	(14)
Administration expenses	(46)	(42)
Expected return on scheme assets	-	-
Total	(93)	(89)

Actual return on scheme assets	<u>297</u>	<u>461</u>
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Movements in the present value of the defined benefit obligation were as follows:

	2021 £000	2020 £000
Opening defined benefit obligation	6,114	5,431
Interest cost	79	113
Contributions by scheme participants	4	5
Actuarial losses	(475)	1,132
Benefits paid	(56)	(163)
Experience Gain on defined benefit contribution	(98)	(437)
Current service cost	35	33
Closing defined benefit obligation	<u>(5,603)</u>	<u>6,114</u>

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Notes to the Financial Statements

For the year ended 31 December 2021

27. Pension commitments continued

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

	2021 £000	2020 £000
Opening fair value of scheme assets	5,255	4,895
Expected return on assets	13	19
Contributions by employer	63	90
Contributions by scheme participants	4	5
Admin expenses	(53)	(49)
Interest costs	54	80
Return on assets	230	362
Benefits paid	(56)	(163)
Other actuarial gains / (losses)	-	16
	<u>5,510</u>	<u>5,255</u>

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

	2021 %	2020 %
Equities	51.5%	60.1%
Property	8.7%	8.1%
Government bonds	0.5%	0.5%
Cash and other assets	14.1%	10.4%
Other bonds	25.2%	20.9%
	100.0%	100.0%

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

	2021 %	2020 %
Discount rate at 31 December	1.88%	1.33%
Expected return on scheme assets at 31 December	1.88%	1.33%
Future salary increases	3.65%	3.25%
Future pension increases	3.08%	2.73%
Inflation (CPI)	2.80%	2.35%

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Notes to the Financial Statements

For the year ended 31 December 2021

27. Pension commitments continued

Assumed life expectations from age 65 are:		2021	2020
		years	years
Retiring today:	Males	21.9	21.9
	Females	24.1	24.0
Retiring in 20 years:	Males	23.3	23.3
	Females	25.5	25.5

Amounts for the current and previous four periods are as follows:

Defined benefit pension schemes

	2021	2020	2019	2018	2017
	£000	£000	£000	£000	£000
Defined benefit obligation	5,603	(6,114)	(5,432)	(4,671)	(5,269)
Scheme assets	5,510	5,255	4,895	4,266	4,395
Surplus not recognised in Virgin Active Management	(334)	(69)	(162)	(116)	(78)
Deficit	(427)	(928)	(698)	(521)	(952)
Experience adjustments on scheme liabilities	(98)	(437)	-	-	(688)
Experience adjustments on scheme assets	-	-	-	-	-

28. Controlling party

There is no ultimate controlling party. The company is controlled by the Board of Trustees.

Accounts

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Fusion Lifestyle

For the year ended 31 December 2020

Registered number: 05324416
Charity Registered number: 1107737

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**Reference and administrative details of the company, its
trustees and advisers**

For the year ended 31 December 2020

Nominated Trustees during the year under review

Mr Michael Nelson

Ms Lorraine Zuleta

Ms Christine E Longmire

Mr Nicholas E J Wells

Mr Stephen Boughton

Resigned 26 May 2020

Company registration number

05324416

Charity registered number

1107737

Registered office

Minerva House, 5 Montague Close, London, SE1 9BB

Chief executive

Mr Peter Kay

Independent auditor

McCabe Ford Williams, Bank Chambers, 1 Central Avenue, Sittingbourne, ME10 4AE

Bankers

National Westminster Bank, 280 Bishopsgate, London, EC2M 4RB

Solicitors

Winckworth Sherwood, Minerva House, 5 Montague Close, London, SE1 9BB

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Trustees' Report incorporating the strategic report

For the year ended 31 December 2020

The trustees present their annual report together with the audited financial statements of Fusion Lifestyle (the company) and its subsidiaries for the year ended 31 December 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the charity's governing document, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2019).

Structure, governance and management

Structure of the charity

Fusion Lifestyle is a charity and company limited by guarantee. The governing documents are its Memorandum and Articles of Association which were adopted on 5 January 2005.

The Members are the guarantors of the company and each has undertaken to contribute such amount as may be required (but not exceeding £1) to the 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 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 contributories amount themselves.

The trustees are the trustees of Fusion Lifestyle in accordance with the Charities Act 2011 and they are also directors in accordance with the Companies Act 2006. The Board is made up of voluntary individuals with relevant corporate skills and an interest in our work.

Method of recruitment and appointment

Board members are recruited through open advertisement in our facilities, local press and national press. Selection is carried out by a board committee (supported by executive management and independent advisors as appropriate) which evaluates the skills and experience of applicants against relevant criteria using assessments, tests and interviews.

Policies adopted for the induction and training of Trustees

All board members receive induction and training carried out by the company secretary, legal advisors, chair and executive management. Training includes briefing on charitable, statutory and fiduciary duties; the role of board members; and business planning and strategy.

Organisational structure and decision making

Strategy and business objectives are agreed by the board of management annually and set out in the organisation's business plan. The Board meets quarterly to review progress and to make decisions accordingly. There are a number of sub-committees, including the Audit Committee, the Health and Safety Committee and the Executive Committee, which meet regularly and as required to keep under scrutiny issues of financial performance, staffing matters, health and safety and significant projects. Board Papers and discussion as a matter of course have regard to:

- the likely consequences of any decision in the long term
- the interests of the company's employees
- the need to foster the company's business relationships with suppliers, customers and others

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- the impact of the company's operations on the community and the environment
- maintaining the company's reputation for high standards of business conduct
- the need to act fairly as between members of the company

Day-to-day management of the organisation in pursuit of the Business Plan is delegated to the Chief Executive within agreed parameters and constraints. The Chief Executive reports to the sub-committees and to the Board.

Risk management

The Trustees are responsible for identifying major risks to which the company is exposed and for reviewing the systems in place to mitigate these risks. Risk assessment is carried out by the Trustees and Chief Executive as part of annual business planning and appropriate action plans and systems of control established. These are kept under review by the Trustees on an ongoing basis and are subject to continuous independent audit and scrutiny.

Objectives and Activities

Policies and objectives

The company's principal objects are:

- to provide or assist in the provision of facilities and services for the public benefit for recreational, sporting or other leisure time occupation in the interests of social welfare, such facilities being provided to the public at large save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances may have need of special facilities and services;
- to promote community participation in healthy recreation;
- to advance the education of the public in the benefits of healthy lifestyles;
- to advance the arts, culture and/or heritage.

Community services are provided from a range of facilities operated both independently and in partnership with educational establishments and local authorities. The facilities are in various locations including Bedfordshire, Buckinghamshire, Devon, Essex, Kent, Leicestershire, Mendip, Newcastle, Surrey and 5 London boroughs.

The company operates a diverse range of over 60 community sport and leisure facilities, including:

- indoor swimming pools
- health and fitness centres
- 6 lidos and outdoor pools
- sports halls and sports facilities
- ice rink
- golf course, driving range, pitch and putt golf course
- outdoor activity venues
- indoor tennis centres
- indoor bowls centres
- athletics stadia
- outdoor football pitches

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Financial risk management objectives and policies

The company uses financial instruments, comprising borrowings, finance leases, cash and various other items such as trade debtors and creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the company's operations. The main risks arising from the group's financial instruments are interest rate risk and liquidity risk.

Interest rate risk

The company finances its operations through a mixture of reserves, bank borrowings and finance leases. The company's exposure to interest rate fluctuations on its bank borrowings is managed by the use of fixed interest rates.

Liquidity risk

The company seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest any cash assets safely and profitably. The company policy throughout the year has been to ensure that an appropriate mix of both long and short term debt is available, which aligns with the company's investment strategy. Short term flexibility is achieved through the company's cash reserves and post-Corona has been supplemented by medium term lending from the Coronavirus Large Business Interruption Loan Scheme (CLBILS).

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Achievements and performance in 2020

Activity in 2020 was dominated and shaped by the Covid 19 pandemic in what was an enormously tough year for our staff and customers alike. Despite an encouraging start to 2020, the onset of the pandemic and consumer fears about infection were already suppressing customer numbers by early March ahead of the government imposed shutdown. The effect of the national lockdowns was to reduce normal customer revenues to zero for 5 months of the year. Fusion took drastic and rapid action to protect the company including the development of alternative on-line revenues and the shutdown of all non-essential operational and workforce costs.

The early actions of Management with the support of the government's Job Retention Scheme enabled the company to operate with positive EBITDA during the shock of the first national lockdown from March to July. During this time Fusion continued to maintain, insure and keep safe its facilities and corporate infrastructure using a skeleton staff structure. It also prepared for remobilisation, working with stakeholders and council partners where appropriate to ensure the operation on reopening would be safe and financially viable.

When the Company was permitted to reopen Fusion like all operators faced 2 major challenges:

- new operating restrictions which significantly reduced capacity and types of services that could be offered
- consumer fears about the risk of infection with a resultant drop in demand.

In response to these challenges the company has effected comprehensive improvements to its operations. The customer journey has been overhauled with radical changes to booking and admissions systems which place greater emphasis on pre-booking and on-line transactions. Opening hours and activity programmes have been modified and aligned closely with customer demand with agile response built-in to fluctuations in that demand. The physical journey through sites has been modified to ensure safe distancing and cleaning and hygiene regimes have been totally overhauled. Customer feedback on the new protocols is positive both in terms of safety and quality of experience.

The changes to operating protocols and the revised demand levels have had significant consequences for our staffing requirements. The resulting restructure project across our sites and head office has cost £1.9M and reduced staffing by 50% compared to pre-crisis.

2020 has seen large changes to the portfolio – some expected and some not. At the end of February Fusion's contract with Hillingdon Borough Council expired – the Company had had several months to plan for this. Later in the year during the first national lockdown discussion with councils over future operations led to negotiated exits from the London Boroughs of Hounslow and Lewisham. The company had not planned pre-Covid to end these relationships, however in the new circumstances these exits made financial sense for the Company in both the short and long term.

The events of 2020 have culminated in the Group making an accounting loss of £18.2M – a financial setback but not the catastrophe it could have been. The Group had only 11 weeks of normal trading and, overall, suffered a 40% drop in revenues compared to 2019 and in this context the scale of the loss could have been worse. The one-off costs of restructuring and contract exits – a combined hit in 2020 of £6M – obviously exacerbate the loss.

Included within the net movement in funds for the year are the following one-off non-trading items

	£,000
Net income and net movement in funds for the year	(18,323)
COVID secure implementation costs	410
Divestment costs	6,272

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Staff Restructuring costs	1,860
Adjusted trading loss attributable to COVID	(9,640)
Interest	1,215
Depreciation	6,863
Adjusted EBITDA attributable to COVID	(1,562)

Within the adjusted loss attributable to COVID are deferred management fees of £1.9m where discussions are ongoing around possible waiver of these management charges.

Outlook 2021 and beyond

The government Road Map published 22nd February 2021 indicates a full reopening of services should not be expected before the end of June 2021, however there will be trading opportunities before then. The Group will make sure it capitalises on the staged loosening of restrictions ahead of the final end of lockdown and is refining its recovery plan accordingly based on the latest information.

The recovery plan is supported by external funding; £13M has already been provided by NatWest through the Coronavirus Large Business Interruption Loan Scheme (CLBILS); additionally Fusion has applied for £4.6M of grant funding from the National Leisure Recovery Fund which was launched by the government in December 2020 in partnership with Sport England.

The company continues to face uncertainty and challenges in 2021. The progress of the pandemic, the speed and effectiveness of vaccination programmes and government-imposed measures remain difficult to forecast. That said the Trustees' assessment is that it is correct to prepare the 2020 financial statements on a going concern basis. This assessment is based on:

- 2020 actual experience of restarts and results to date
- over 50% of its regular subscription customers have been retained through lockdown
- the restructures and changes that have already been implemented during 2020, including revised operating model, restructure and funding.

The above actions support the company's business plans and financial projections, in which the business is cash generative, able to service fixed charges with a suitable safety margin, and returns to an accounting surplus during 2021.

It is probable that the wider economy and consumer spending will remain suppressed in 2021; Fusion's cashflow has been planned on this basis including downside scenarios on a slow lifting of lockdown restrictions. However, leisure spending has fared well in previous downturns and Fusion has seen no evidence that the long term trends on participation in fitness and physical activities will be adversely affected by the pandemic; the challenge, and the opportunity, is to supply this demand in a way that makes sense economically and reassures consumers that they are safe. Fusion has already made good progress on these fronts in 2020 and will continue to adapt its offer to meet consumer and public health needs.

The Trustees and Management remain confident about the long term viability of the business and its future development prospects.

2020 KPIs

During normal operations Management are targeted on: like for like growth in total customer payments and subscription income; membership database size; and pay costs as a proportion of generated income. Once the

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business recommences trading, then the focus will return to these measures. In 2020 and into 2021 the focus remains on EBITDA performance in month and cash holding.

Public benefit

In setting our objectives for the year and planning our activities, the trustees have considered the Charity Commission guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. Fusion sets out to have a positive impact on the local communities living around the facilities it manages. Our objective is to deliver high quality sport, health and wellbeing services that are inclusive and accessible to all without stigma or inequity. In particular we overcome barriers to participation, including socio-economic, age, gender, disability, cultural and ethnicity.

In spite of the Corona disruption in 2020 Fusion managed to deliver many of its normal community-based activities, however overall programme and attendance were massively reduced compared to previous years. Our public benefit is summarised under the headings below:

Investment

Over the past 18 years we have completed over £184M of investment with our local authority partners and funding bodies such as Sport England & Heritage Lottery Fund. This programme has brought significant and improved amenity to our local communities, adding to the quality and variety of services and enhancing community wellbeing. We have re-instated 16 disused and dilapidated facilities, bringing to the community new and enlarged swimming pools, health and fitness facilities, children's activity facilities, sports halls, outdoor sports amenities and cafés. We estimate that there will be an extra 10 million visits a year as a result.

In 2019 Fusion completed its next phase of facility investments with the £9M redevelopment of its Devon sites and the £7M refurbishment of the Newcastle City Baths (which reopened to the public after a 6 year closure). Fusion has similar projects in the pipeline which it plans to progress once there is more certainty about the Road Map out of lockdown.

Affordability and Equity of Access

A concessionary pricing structure is in place across the portfolio to enable all disadvantaged and low-income communities full access to our services. In 2020 Fusion operated:

- Targeted programmes within deprived areas to encourage participation;
- Targeted programmes specifically for the inactive;
- Funded programmes of sports coaching with free places for children;
- Free access to leisure centres for looked-after children.

Young People

Targeted activities included:

- Teaching young people to swim – 1 million lessons delivered;
- Delivery of Autism swimming lessons for young people;
- Delivery of Street Games programmes for young people;
- "Looked After Children" and children in care programmes;

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- Sport Camps during holidays to help working parents;
- Challenge You-Inactive kids programme targeting NCMP referrals;
- Discounted swim access for under 16s;
- Child weight management programmes;
- Sponsorships of young people in the London Youth Games, Mini Marathon and local sports awards;
- Development of new sports clubs and continued support to local clubs, coaches and volunteers;
- Delivery of School Competitions including Swimming Galas;
- Training, competitions and sustainable pathways in partnerships with national governing bodies;
- Outreach events, taster sessions and multi-sport sessions;
- Junior Membership and delivery of Junior Gym sessions targeting under 19's;
- "Performance Tennis" in partnership with the LTA providing pathway to regional and national competitions;
- Partnership with Youth Services and Youth Offending Teams including concessionary access;
- Delivery of crime prevention sessions including knife-related crime aimed at teenagers from deprived areas;
- Youth Card project aiming to reduce anti-social behaviour and engaging the inactive;
- Youth outreach sessions funded by the Police & Crime Commission scheme to offer activities in areas of high ASB;
- Active Girls programmes targeting inactive girls between 12-16 years old;
- Delivery of Friday Night Projects across the organisation encouraging young people to stay off the streets and into programmed activity.

Disabled People

In 2020 activities to promote accessibility and awareness included:

- Free swimming lessons for people with disabilities;
- Extensive staff training in disability awareness, deaf awareness and advanced fitness instruction;
- Installed new Pool Pods into several pools;
- Delivery of swimming lessons for children who have special educational needs;
- Free bespoke sessions and open days for families with disabled children enabling joint activities;
- Dementia sessions, including walking football, Nordic walking, seated exercise and dance;
- Specialised sports sessions including wheelchair basketball, football and tennis, Boccia, trampolining, swimming and badminton;
- "Short Breaks" programme for carers;
- Sports Days for visually impaired;
- "Active Body Healthy Minds" programme in partnership with the Charity Mind;
- Active with Ease Programme for people with long term health conditions
- Challenge ME multi-sport sessions held to offer sport plus coping strategies for people wishing to improve mental wellbeing;
- Delivery of Frame Football for young people with cerebral palsy;
- Worked in partnership with Sport for Confidence to deliver tailored programmes;

Older People

In 2020 activities to promote accessibility and awareness included:

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- Specialist 60+ sessions including swim, gym, class and sports activity for an all-in price;
- Public Health programmes for exercise referral, cardiac & stroke rehab, falls prevention and health walks;
- Dementia Friendly sessions delivered across the organisation;
- Low impact alternative sports including walking versions of Football, Netball, Hockey and Cricket;
- "Health Hub" in partnership with Age UK running taster sessions;
- Older peoples "No Strings" and "Essentials" badminton sessions;
- Men's Health, offering health MOT's and cancer awareness;
- Chair based exercise classes in partnership with community housing organisations;
- Escape knee pain sessions and stop smoking advice sessions;
- Expansion of the Young at Heart programme;
- Mindfulness and Relaxation workshops to promote health and wellbeing;
- Myzone programme with Heart Smart participants demonstrating opportunity to reduce NHS costs;
- Healthy Choices Day promoting food awareness and diabetes prevention;
- National Diabetes Prevention Programme;
- Mental Health awareness and support programmes;
- Delivery of physical activity sessions, targeting residents with Parkinson's, MS and Dementia;
- Delivery of multi-sports sessions designed for care homes and to give the clients seated exercise including dementia based sessions;
- Cardiac tennis sessions to support people transitioning from cardiac rehab programme to everyday exercise.

Women

In 2020 activities to promote accessibility and awareness included:

- Delivery of This Girl Can programmes;
- Delivery of Women's Beginner, Intermediate and Advanced Running Groups
- "Back to Netball" and "Walking Netball" sessions in partnership with the national governing body;
- Women's Tennis and Women Only Swimming;
- Delivery of swimming and gym sessions for Muslim women;
- Specially designed sessions for new mothers such as "Legs Bums, Buggies and Mums";
- Parent & toddler ice skating sessions;
- Women's Get Active Programme, delivering exercise classes in community venues;
- Women Time providing exercise classes for the victims of domestic violence;
- Women's only Squash and Badminton Programmes.
- Active Mums Cycling Project

Community and Health Programme

Fusion promotes sport and active leisure participation to the widest possible community and engages with those who do not normally take part in active leisure. In 2020 our programme included:

- Participation in national fund raising and awareness events including Race for Life;
- Organisation and support for fun runs, five-a-side tournaments, health events, school & local council fares;

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- Local volunteers delivering programmes such as walking for health across the organisation.
- Delivery of open days where the local community are invited to use facilities free of charge;
- Community placements and work experience for young people;
- Active for Life Programme delivering EOR, Cardiac Rehab and Stroke Rehab;
- Host Coach and Teacher Education courses;
- Workplace Health programmes;
- Delivery of the FANS scheme offering Free Access to National Young Sportspeople;
- The Wellbeing cafe Project in Charnwood providing safe place for people with Mental Health challenges;
- Delivered a range of activities for National Fitness Day across all sites.
- Partnerships with Good Gym, Our Parks & Beat the Street to increase physical activity and wellbeing.

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Financial review

Principal risks and uncertainties

The principal risks and uncertainties facing the company are:

- Coronavirus pandemic
- Brexit;
- health & safety compliance.

In 2020 Fusion has already responded to the pandemic and its associated disruption. The business has been restructured and refunded in response to reduced participation which is expected to recover slowly over the coming year. The company has been through 3 national shutdowns and has acquired the skill and experience to deal with these situations rapidly and to protect the company's financial position. Operating protocols have been overhauled and remain under constant review by our experienced Health and Safety team to ensure our facilities are Covid-secure for the benefit of our staff and customers. In particular the customer journey has been changed radically with greater emphasis on pre-booking and on-line transactions. Cleaning regimes have been totally overhauled and sanitation stations added throughout the facility.

In the short term Fusion is principally concerned with the impact of Brexit on the supply chain. Contingency arrangements have been made with key suppliers where there is the risk of disruption. In the medium to long term Fusion is concerned about the wider impact on the economy either through increased input prices or weaker consumer demand, though sport & leisure spend has been resilient during previous downturns. To the extent that revenues or input prices move adversely Fusion can flex its cost base and efficiency programmes to protect cash generation as it did during the national shutdowns in 2020. During these shutdown sites were either fully or partially mothballed enabling significant savings in utilities and maintenance costs. Fusion can flex wet and dry side programmes at short notice to reduce instructor and space costs. Fusion's key supply contracts contain volume variance mechanisms to reduce contractual payment where there is reduced activity or sites to cover.

Fusion normally has over 15 million visitors performing physical activities in 63 sites ranging from ice rink to outdoor lido. This environment combined with an increasingly exacting health & safety regime post-Corona poses some new challenges to the company, while maintaining consistently high standards across over 1,000 staff. The company uses its in-house and external technical experts to:

- keep the company up to date on regulatory changes and best practice
- design, maintain and review policies and procedures
- design and operate a comprehensive audit programme
- report audit findings and other issues to the Trustees.

A significant part of the company training and induction activity is focused on health & safety and seeks to embed the relevant knowledge and behaviours in each staff member. The company's entire health & safety effort is monitored by a dedicated Board sub-committee.

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Reserves policy

Each year the Trustees review the risks and opportunities facing the company and those that have crystallised in previous years and set the reserves target accordingly. These targets have been updated to reflect the requirements of the new finance facility put in place in 2020 (the Coronavirus Business Interruption Loan Scheme or CLBILS). The new targets require the following:

- Cash holding not to fall below £1.5M
- EBITDA to be at least 1.1x fixed charges in the 12 months to March 2022
- Net Debt to be no more than 4.25x EBITDA in the 12 months to March 2022.

At 31 December 2020 net reserves were £3,870K in deficit. The recovery plan discussed later in this report is designed to eliminate this deficit within 18 months of reopening.

Financial management policies

The company's business plan and associated financial budget is prepared by management and approved by the Board of Trustees; the risk register and reserves policy are updated as part of this process and are incorporated into the business targets. Performance against the plan is reported to and reviewed by the Board and its committees on a regular basis. Budgetary control is supported by documented internal control procedures which are reviewed annually. These procedures include the sign off process for investment expenditure.

Related parties and co-operating with other organisations

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity must be disclosed to the full board of trustees in the same way as any contractual relationship with a related party. In the current year no such related party transactions were reported.

Pay policy for senior staff

The pay and remuneration of key management personnel is set with reference to:

- the scale, complexity and impact of the roles;
- benchmarking against similar sized organisations in the charity's operating sector

Annual pay reviews take account of the following:

- market comparators
- the cost of living
- the charity's development
- the charity's performance against its objectives

Funding sources

Fusion normally funds its activity from a mix of working capital, cash reserves and external finance for long term investments. In 2020 the company has accessed £13.4M of grant funding through the government's Job Retention Scheme and at the end of 2020 secured a new £13M loan facility (CLBILS) to support the company's recovery post-Corona.

Fusion Lifestyle

(A company limited by guarantee)

Trustees' Report incorporating the strategic report

For the year ended 31 December 2020

Expenditure & key objectives

Most expenditure is incurred directly in the staffing and maintenance of the facilities where our services are delivered. Additionally, Fusion invests in:

- its infrastructure to improve efficiency & customer experience;
- marketing to reach more customers including target groups and increase overall activity levels; and
- training and development to improve customer experience as well as provide better careers for Fusion employees.

Plans for future

Fusion's overarching strategy is to secure its long term future by establishing sustainable community services delivered from state of the art facilities, enabling the organisation to survive and flourish independently.

To achieve this we will follow six key strategies:

- deliver excellent services and facilities
- develop carefully identified new business and partnerships
- develop our people
- achieve stability and growth in our existing operations
- continue to improve efficiencies and effectiveness
- develop our key partnerships.

Employee involvement and employment of the disabled

All employees have the opportunity for training, career development and promotion in accordance with their skills and ability. The company keeps all employees informed of matters affecting them by daily site meetings, weekly bulletins and quarterly corporate newsletters and takes account of their views.

The company recognised its responsibility under the Disability Discrimination Act 1995 and has continued to ensure that disabled employees are given consideration on an equal basis with other candidates in respect of all areas of employment, including recruitment, training, career development and promotion. We endeavour to promote continuing employment and, where necessary, arrange appropriate training for employees who have become disabled during their employment.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's Equal opportunities policy, the company 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 company's offices.

Fusion Lifestyle

(A company limited by guarantee)

Trustees' Report incorporating the strategic report

For the year ended 31 December 2020

Engagement with suppliers, customers and others in a business relationship with the charity

Key suppliers are subject to competitive selection and in some cases this will be for contracts of up to 5 years. Monthly meetings review contract delivery and Fusion business performance. With key suppliers there is much collaboration on the development of product and service specification to ensure they meet long term business and customer needs. The relationships with suppliers was critical to maintaining operations during the disruption of the Covid pandemic. In spite of the financial pressures Fusion has not requested the write-off of any trade creditor balances and where forbearance arrangement were agreed in the early part of the crisis those suppliers have now been paid.

Under normal circumstance the nature of Fusion business activity necessitates significant direct and close interaction between our staff and our customers which is why staff selection and training focuses on customer engagement. These interactions have had to be moderated post-Covid and therefore there is more reliance on digital media and in particular social media posts on relevant local material. Fusion encourages all forms of customer feedback, previously including "Meet the Manager" events. Currently most of this feedback is on-line. Fusion has built an application that collates all feedback irrespective of medium which permits daily reporting and management response.

Streamlined energy and carbon reporting

UK Greenhouse gas emissions and energy use data for the period 1 January to 31 December

	2020	2019
Energy consumption used to calculate emissions (kWh)	69,794,667	149,339,265
Energy consumption break down (kWh):		
gas	51,508,579	106,651,771
electricity	17,920,847	42,129,261
transport fuel	365,242	558,233
Scope 1 emissions in metric tonnes CO ₂ e		
gas consumption	9,470	19,608
fugitive Emissions	nil	nil
Total scope 1	9,470	19,608
Scope 2 emissions in metric tonnes CO ₂ e Purchased electricity	4,178	11,682
Scope 3 emissions in metric tonnes CO ₂ e Business travel in employee owned vehicles	725	130
Total gross emissions in metric tonnes CO ₂ e	14,372	51,029
Intensity ratio		
Tonnes CO ₂ e per leisure centre visit	0.0030	0.0034

Fusion Lifestyle

(A company limited by guarantee)

Trustees' Report incorporating the strategic report

For the year ended 31 December 2020

Quantification and Reporting Methodology

We have followed the HM Government Environmental Reporting Guidelines March 2019. We have also used the GHG Reporting Protocol – Corporate Standard and the 2020 Government GHG Conversion Factors for Company Reporting.

Electricity and gas kWh is measured by using Half-Hourly data where available, with in-house meter reads used as a secondary measure. Electricity emissions include those associated with transmission and distribution.

Business travel emissions are calculated as per greenhouse gas reporting conversion factors 2020.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO₂e per leisure centre visit.

Measures taken to improve energy efficiency

Measures taken in 2020 focused on the need to minimise energy consumption during periods of prolonged closure.

There were 3 main elements to this approach:

- at the beginning of each lockdown period all sites were shutdown to a specific process. A shutdown checklist was produced to ensure that all non-essential plant and equipment was switched off completely
- each buildings was inspected on a weekly basis to check for unexpected energy consumption
- where available remote half-hourly energy monitoring was used and any unusual energy patterns or spikes in in consumption were reported to the FM team for investigation & rectification

Trustees' responsibilities statement

The Trustees (who are also directors of Fusion Lifestyle for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Fusion Lifestyle

(A company limited by guarantee)

Trustees' Report incorporating the strategic report

For the year ended 31 December 2020

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to auditors

The Trustees confirm that:

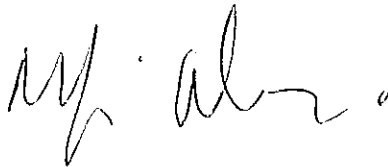
- so far as that each Trustee is aware, there is no relevant audit information of which the company's auditor is unaware, and
- that each Trustee has taken all the steps that ought to have been taken as Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

McCabe Ford Williams were appointed auditors on 21 October 2019 to fill a casual vacancy in accordance with section 485(3) of the Companies Act 2006.

This report, incorporating the Group strategic report, was approved by the Trustees, in their capacity as company directors, on **27 MAY** 2021 and signed on their behalf on **27 MAY** 2021 by:

Mr M Nelson
Chairman



Independent Auditor's Report to the Members of Fusion Lifestyle

Opinion

We have audited the financial statements of Fusion Lifestyle Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Cash Flow Statement 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, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources including the group's 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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.

Material uncertainty related to going concern

We draw attention to note 1 in the financial statements which indicates that the effects of the COVID-19 pandemic has had a detrimental impact on the trading results of the Group and parent charitable company. As stated in note 1 these events or conditions, along with other matters as set forth in note 1 indicate that a material uncertainty exists which may cast significant doubt on the Group and parent charitable company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditor's Report to the Members of Fusion Lifestyle

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 Strategic Report, prepared for the purposes of company law, included in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report included in the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 set out on pages 15-16 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report to the Members of Fusion Lifestyle

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: Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and our experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including, but not limited to, the Companies Act 2006, UK tax legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- reviewed management contracts where contract variations had arisen;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and the relevant regulator.

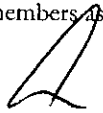
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 Auditors.

Independent Auditor's Report to the Members of Fusion Lifestyle

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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Clair Rayner FCA DChA (Senior Statutory Auditor)
for and on behalf of McCabe Ford Williams
Statutory Auditors and Chartered Accountants
Bank Chambers
1 Central Avenue
SITTINGBOURNE
ME10 4AE

Date: 27 MAY 2021

Fusion Lifestyle**(A company limited by guarantee)**

Consolidated Statement of Financial Activities

(incorporating consolidated income and expenditure account)

For the year ended 31 December 2020

	Note	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Income:					
Income from charitable activities:					
Community sports services	3	35,442	-	35,442	85,696
Investment income	4	2	-	2	4
Donation income	5	-	13,251	13,251	729
Total income		35,444	13,251	48,695	86,429
Expenditure on:					
Expenditure on charitable activities:					
Operation of community sports services	6	53,626	13,251	66,877	85,039
Total expenditure		53,626	13,251	66,877	85,039
Net income and net movement in funds for the year		(18,182)	-	(18,182)	1,390
Actuarial (losses)/gains on defined benefit pension schemes		(141)	-	(141)	(29)
Net movement in funds		(18,323)	-	(18,323)	1,361
Reconciliation of funds:					
Total funds brought forward		14,453	-	14,453	13,092
Total funds carried forward		(3,870)	-	(3,870)	14,453

All income and expenditure derive from continuing activities. All activities relate to unrestricted funds.

The consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 25 to 45 form part of these financial statements.

Fuslon Lifestyle (Registered no. 05324416)

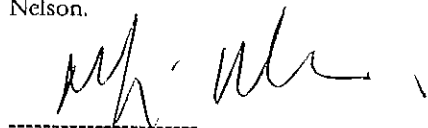
(A company limited by guarantee)

Consolidated Balance Sheet

As at 31 December 2020

	Note	2020 £000	2019 £000
Fixed assets			
Intangible assets	11	588	805
Tangible assets	12	<u>22,899</u>	<u>33,254</u>
		23,487	34,059
Current assets			
Stocks	-	-	184
Debtors	15	3,157	3,540
Cash at bank and in hand		<u>5,674</u>	<u>1,317</u>
		8,831	5,041
Creditors: amounts falling due within one year	16	<u>(6,257)</u>	<u>(6,286)</u>
Net current assets/(liabilities)		<u>2,574</u>	<u>(1,245)</u>
Total assets less current liabilities		26,061	32,814
Creditors: amounts falling due after one year	17	(20,895)	(11,491)
Accruals and deferred income	18	<u>(8,331)</u>	<u>(6,395)</u>
Net assets excluding pension liability		<u>(3,165)</u>	<u>14,928</u>
Defined benefit pension scheme liability		(705)	(475)
Net assets including pension liability		<u>(3,870)</u>	<u>14,453</u>
Charity Funds			
Restricted funds		-	38
Unrestricted funds:			
Unrestricted funds excluding pension liability		(3,165)	14,890
Pension reserve		<u>(705)</u>	<u>(475)</u>
Total unrestricted funds		<u>(3,870)</u>	<u>14,415</u>
Total funds of the group			<u>14,453</u>

The financial statements were approved by the Trustees on 27 May 2021 and signed on their behalf by Mike Nelson.



The notes on pages 25 to 45 form part of these financial statements.

Fusion Lifestyle (Registered no. 05324416)

(A company limited by guarantee)

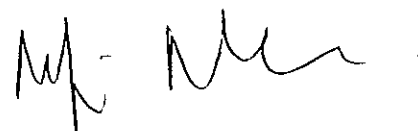
Company Balance Sheet

As at 31 December 2020

	Note	2020 £000	2019 £000
Fixed assets			
Intangible assets	11	475	602
Tangible assets	12	22,495	32,898
Investments	13	<u>729</u>	<u>788</u>
		23,699	34,288
Current assets			
Stocks		-	157
Debtors	15	3,531	3,574
Cash at bank and in hand		<u>5,027</u>	<u>1,152</u>
		8,558	4,883
Creditors: amounts falling due within one year	16	<u>(6,040)</u>	<u>(6,657)</u>
Net assets/(liabilities)		<u>2,518</u>	<u>(1,774)</u>
Total assets less current liabilities		26,217	32,514
Creditors: amounts falling due after one year	17	(20,835)	(11,360)
Accruals and deferred income	18	<u>(8,333)</u>	<u>(6,395)</u>
Net assets excluding pension liability		(2,951)	14,759
Defined benefit pension scheme liability		<u>(705)</u>	<u>(475)</u>
Net assets including pension liability		<u>(3,656)</u>	<u>14,284</u>
The funds of the charity			
Restricted Funds		-	-
Unrestricted funds:			
Unrestricted funds excluding pension liability		(2,951)	14,759
Pension reserve		<u>(705)</u>	<u>(475)</u>
Total unrestricted funds		<u>(3,656)</u>	<u>14,284</u>
Total charity funds		<u>(3,656)</u>	<u>14,284</u>

The financial statements were approved by the Trustees on 27 May 2021 and signed on their behalf by Mike Nelson.

The notes on pages 25 to 45 form part of these financial statements.



Fuslon Lifestyle**(A company limited by guarantee)****Consolidated Statement of Cash Flows****For the year ended 31 December 2020**

	Note	2020 £000	2019 £000
Cash flows from operating activities			
Net cash provided by operating activities	20	<u>(1,466)</u>	<u>3,255</u>
Cash flows from investing activities:			
Cash acquired with Active Life		-	1,037
Purchase of intangible fixed assets		(6)	(63)
Purchase of tangible fixed assets		(4,865)	(10,100)
Proceeds from sale of fixed assets		3,022	2,221
Interest received		2	4
Cash inflows from new finance lease obligations		-	1,243
Interest paid		<u>(1,215)</u>	<u>(581)</u>
Net cash used in investing activities		<u>(3,062)</u>	<u>(6,239)</u>
Cash flows from financing activities:			
Repayments of borrowings		(3,992)	(1,360)
Repayment of finance lease obligations		(434)	(295)
Cash inflows from new loans		<u>13,311</u>	<u>2,348</u>
Net cash provided/(used) by financing activities		<u>8,885</u>	<u>693</u>
Change in cash and cash equivalents in the year		<u>4,357</u>	<u>(2,291)</u>
Cash and cash equivalents brought forward		<u>1,317</u>	<u>3,608</u>
Cash and cash equivalents carried forward		<u>5,674</u>	<u>1,317</u>

Fuslon Lifestyle

(A company limited by guarantee)

Notes to the Financial Statements

For the year ended 31 December 2020

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, unless otherwise stated in the relevant notes(s) to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Companies Act 2006.

Fuslon Lifestyle meets the definition of a public benefit entity under FRS102.

The Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006.

1.2 Going concern

Following the Coronavirus pandemic there are material uncertainties related to the events and conditions set out below that may cast significant doubt upon the group and charity's ability to continue as a going concern and therefore whether the group will realise its assets and settle its liabilities in the ordinary course of business at the amounts recorded in the financial statements. These uncertainties are inherent in the pandemic itself and how government bodies may choose to respond to the pandemic.

Fuslon has undertaken a huge amount of activity to mitigate the disruption that has already taken place as well as what it believes may happen in the future. This activity has been successful to date in averting what could have been a fatal financial disaster.

The company now has extensive experience of operating a Covid-secure environment. It also has extensive experience of shutting down operations quickly, at minimal cost and then maintaining them in a safe closed state at a minimal cost.

In the face of reduced revenue and a slow recovery, the company has been restructured to substantially reduce its cost base; implemented improved and efficient operating protocols; and developed new on-line revenue streams and customer engagement systems.

The company has secured £13M of government backed funding (CLBILS) specifically for the purpose of supporting its recovery from the coronavirus crisis. Additionally it has applied for £4.6M of funding from the National Leisure Recovery Fund which the government launched in partnership with Sport England in December 2020.

Fusion Lifestyle

(A company limited by guarantee)

Notes to the Financial Statements

For the year ended 31 December 2020

All the above support financial projections in which the business is cash generative, able to service fixed charges with a suitable safety margin and returns to an accounting surplus within a year. It is on this basis that the accounts have been prepared on a going concern basis.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The designated funds are set aside for the defined contribution pension liability detailed in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund, where relevant, is set out in the notes to the financial statements

1.4 Income Recognition

All incoming resources are included in the Statement of financial activities when the Group has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability.

Leisure centre income received in advance for courses and memberships is deferred and recognised in the period in which the service is performed. The value of deferred income at 31 December 2020 is reported in note 18.

Grants and management fees receivable in respect of specified period relating to the general activities of the company are recognised in the Statement of Financial Activities in the period in which they become receivable. In 2020 the Group has recognised income of £13.25M from JRS grant payments

1.5 Government Grants

Government grants are recognised when the performance related conditions imposed upon the receipt of the grant have been met. Where these have not been satisfied, these grants are recognised as liabilities. If grants are not conditional on future performance related conditions, then income is recognised when the grant proceeds are receivable.

During the year the Charity received the following grants:

Coronavirus Job Retention Scheme (CJRS) to cover a portion of employees' wages who were furloughed due to the coronavirus pandemic. The amount received totalled £13,230K and has been included in income (note 5).

COVID-19 relief payments from local authorities in respect of the contracts maintained by Fusion Lifestyle. The amount received totalled £3,910K..

Fusion Lifestyle

(A company limited by guarantee)

Notes to the Financial Statements

For the year ended 31 December 2020

Government Business Grants relating to the retail, hospitality and leisure industries awarded during the lockdown periods. The amount received totalled £266K and has been included in income.

1.6 Resources expended

All expenditure is recognised where a present legal or constructive obligation exists at the reporting date as a result of a past event and it is probable (more likely than not) that a transfer of economic benefits, often cash, will be required in settlement and can be measured or estimated reliably.

1.7 Intangible fixed assets and amortisation

Intangible assets represent pre contract costs. Pre contract costs that are directly attributable to a contract are recognised as an intangible fixed asset only where it is virtually certain that the contract will be awarded. Where it is merely a possibility that a contract will be awarded, no intangible asset is recognised and the costs are written off to the Statement of financial activities as incurred. When the contract has been awarded, capitalised pre contract costs are amortised over the life of the contract (between 5 and 25 years).

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold Improvements	-	Over remaining term of lease
Motor Vehicles	-	Over 3 years
Equipment	-	Over 3/5/10 years
Computer Systems	-	Over 3 years

Fixed assets are recognised when: a resource is controlled by the charity as a result of a past event or transaction, for example a past gift or purchase; it is probable that the expected future economic benefits associated with the asset will flow to the charity; and the historical cost or fair value of the asset can be measured reliably

The buildings and plant at the centres are leased to the company as part of the overall contractual relationship with the Authority but the Authority maintains ultimate risks and rewards of these assets. Accordingly, the access which the company has to these assets is to enable it to operate the leisure centres and deliver the public service it is contracted to provide. The company does not own these public service assets. These assets are therefore not recognised on the company's Balance Sheet.

Impairment reviews are carried out when there is an indication that impairment exists and impairment losses identified are immediately expensed.

1.9 Leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The

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finance element of the rental payment is charged to the statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

All other leases are regarded as operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

1.10 Stocks

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

1.11 Liabilities

Liabilities are recognised when there is a legal or constructive obligation to pay cash or other assets, and are carried at the present value of the obligation until the obligation is extinguished.

1.12 Pensions

The company operates both defined benefit and defined contribution pension schemes.

The company has admitted body status and contributes on behalf of its employees to a number of local government pension schemes. In respect of those schemes where the local authority has indemnified the company against changes in the employer contribution rate and any liability which may become payable as a result of the termination or expiry of a contract, the company has no further liability to fund the scheme beyond its contributions paid in the year. The amount charged to the statement of financial activities therefore represents the contribution payable to the scheme during the year.

For those schemes where the company is not fully indemnified, scheme assets are measured at fair values. Scheme liabilities are measured annually on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit, after taking account of any contractual indemnity provided by the local authority, is presented separately

from other net assets on the balance sheet. The current service cost and costs from settlements and curtailments are charged to the Statement of Financial Activities. Interest on scheme liabilities and the expected return on scheme assets are also included in the Statement of Financial Activities. Actuarial gains and losses are reported as other recognised gains and losses in the Statement of Financial Activities. Refer to note 26 for the reconciliation in the Statement of Financial Activities and the changes impacted under FRS 102.

Contributions to defined contribution schemes are charged to the Statement of Financial Activities as incurred. These include contributions to the stakeholder pension scheme and employees' personal pension schemes.

1.13 Basis of consolidation

The financial statements consolidate the accounts of Fusion Lifestyle and all of its subsidiary undertakings ('subsidiaries').

The results of subsidiaries acquired during the year are included from the effective date of acquisition.

The company has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and expenditure account.

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The income and expenditure for the year dealt with in the accounts of the company was a loss of £17,940K (2019 £527K surplus).

1.14 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

1.15 Taxation

The company is a registered charity and is subject to neither corporation tax nor income tax on its charitable activities.

1.16 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

1.17 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised cost using the effective interest method.

1.18 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no

more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

1.19 Accruals and deferred income

Costs are accrued into the accounts to conform with the matching concept and reflect liabilities where a service or goods have been received but no invoice has yet been raised. Memberships can be payments taken in advance but the income recognition is spread over the average length of the membership.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

There are a number of actuarial assumptions used in the quantification of the group's pension commitments which are described in note 26. With the exception of the pension commitments there are no material judgements or estimates applied in the preparation of these accounts.

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For the year ended 31 December 2020

3. Income from charitable activities

	Total funds 2020 £000	Total funds 2019 £000
Community sports services	35,442	85,696

4. Investment income

	2020 £000	2019 £000
Deposit account interest	2	4

5. Donation income

	2020 £000	2019 £000
Donation Income	13,251	729

In 2020 the Group received £13.2M of grant funding from the government's Job Retention Scheme (JRS)

6. Summary by expenditure type

	Staff costs £000	Support costs £000	Direct costs £000	Fixed asset disposal £000	Total funds 2020 £000	Total funds 2019 £000
Community sports service	30,888	28,995	1,437	5,557	66,877	85,039

All support costs relate to the sole charitable activity of the company, being the provision of leisure facilities.

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7. Analysis of support and governance costs

	General support £000	Governance function £000	Total 2020 £000	Total 2019 £000
IT costs	1,318		1,318	1,895
Finance costs	1,664		1,664	959
Marketing materials	637		637	1,392
Administration	7,190		7,190	6,872
Other staff related costs	442		442	964
Facilities management costs	10,845		10,845	21,373
Amortisation	195		195	193
Depreciation	6,667		6,667	6,807
Auditor Fees		36	36	36
Trustee expenses		1	1	1
	<u>28,958</u>	<u>37</u>	<u>28,995</u>	<u>40,492</u>

Support costs are allocated to the charitable activities on the basis of headcount or on the estimated service delivered by the support service or other bases if these are more appropriate. The audit fees include £15K in relation to work in the subsidiary companies.

8. Net incoming/(outgoing) resources

This is stated after charging

	2020 £000	2019 £000
Divestment costs	6,272	
COVID secure implementation costs	410	
Staff restructuring costs	1,860	45
Depreciation of tangible fixed assets: - owned by the group	6,667	6,714
Auditor's remuneration: - Company	30	30
- Subsidiary	6	6
Amortisation of pre-contract costs	105	103
Amortisation of goodwill	<u>90</u>	<u>90</u>

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9. Staff costs

Staff costs were as follows:

	2020 £000	2019 £000
Wages and salaries	26,680	37,141
Social security costs	1,437	2,050
Other pension costs	911	1,239
	<u>29,028</u>	<u>40,430</u>
Staff restructuring costs	1,860	45
	30,888	40,475

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

2020	2019
No.	No.
2,500	3,460

To support the business all senior management took a temporary pay reduction of up to 10% following the first lockdown

In the year the Group incurred staff restructuring costs of £1,860K. This total includes ex-gratia payments of £46K (2019; £45K) and redundancy of £898K (2019; nil).

During the year no Trustees received any remuneration (2019 - £Nil) and no Trustees received any benefits in kind (2019 - £Nil).

Reimbursed expenses in respect of trustee meetings, relating to two trustees, amounted to £56 (2019 - £1K).

The number of higher paid employees was:

	2020 No.	2019 No.
In the band £60,001 - £70,000	4	7
In the band £70,001 - £80,000	3	4
In the band £80,001 - £90,000	1	2
In the band £100,001 - £110,000	2	-
In the band £110,001 - £120,000	-	2
In the band £120,001 - £130,000	-	1
In the band £150,001 - £160,000	-	-
In the band £170,001 - £180,000	-	-
In the band £190,001 - £200,000	1	-
In the band £210,001 - £220,000	-	1

The number of employees earning in excess of £60,000 (for the year) to whom the retirement benefits are accruing under defined benefit schemes is nil (2019 - nil).

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Total contributions to defined contribution schemes for those higher paid employees included above amounted to £82K (2019 - £166K).

The highest paid employee received remuneration of £258K (2019 - £267K).

The key management personnel of the charity, comprise the Trustees, the Chief Executive Officer, the Commercial & Operations Director, and the Director of Finance & Resources. The total employee benefits for these personnel were £562K (2019 - £607K). The Trustees receive no remuneration.

10. Other finance income

	2020 £000	2019 £000
Expected return on pension scheme assets	-	-
Interest on pension scheme liabilities	-	-
	<u>-</u>	<u>-</u>

11. Intangible fixed assets

Group	Pre contract costs £000	Goodwill £000	Total £000
Cost			
At 1 January 2020	1,614	700	2,314
Additions	6	-	6
Disposals	(229)	-	(229)
At 31 December 2020	<u>1,391</u>	<u>700</u>	<u>2,091</u>
Amortisation			
At 1 January 2020	1,012	496	1,508
Charge for the year	105	90	195
Disposals	(201)	-	(201)
At 31 December 2020	<u>916</u>	<u>586</u>	<u>1,502</u>
Carrying amount			
At 31 December 2020	<u>475</u>	<u>114</u>	<u>589</u>
At 31 December 2019	<u>602</u>	<u>204</u>	<u>806</u>

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11. Intangible fixed assets continued

	Pre contract costs
Company	£000
Cost	
At 1 January 2020	1,614
Additions	6
Disposals	(229)
At 31 December 2020	<u>1,391</u>
Amortisation	
At 1 January 2020	1,012
Charge for the year	105
Disposals	(201)
At 31 December 2020	<u>916</u>
Carrying amount	
At 31 December 2020	<u>475</u>
At 31 December 2019	<u>602</u>

12. Tangible fixed assets

Group	Leasehold improvements £000	Assets in course of construction £000	Motor vehicles £000	Equipment £000	Computer systems £000	Total £000
Cost						
At 1 January 2020	27,957	8,672	2	24,669	3,054	64,354
Additions	1,831	525	-	2,285	223	4,865
Transfer of assets completed in year	7,007	(7,007)	-	-	-	-
Disposals	(7,723)	(2006)	-	(4,632)	-	(14,361)
At 31 December 2020	29,072	<u>184</u>	<u>2</u>	<u>22,322</u>	<u>3,277</u>	<u>54,857</u>
Depreciation						
At 1 January 2020	12,764	-	1	16,100	2,237	31,102
Charge for the year	2,641	-	1	3,547	480	6,667
Disposals	(3,039)	-	-	(2,770)	-	(5,809)
At 31 December 2020	<u>12,366</u>	<u>-</u>	<u>2</u>	<u>16,877</u>	<u>2,717</u>	<u>31,960</u>
Net book value						
At 31 December 2020	<u>16,707</u>	<u>184</u>	<u>-</u>	<u>5,445</u>	<u>560</u>	<u>22,899</u>
At 31 December 2019	<u>15,193</u>	<u>8,672</u>	<u>1</u>	<u>8,569</u>	<u>817</u>	<u>33,251</u>

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2020**

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

Group	2020 £000	2019 £000
Land and buildings	1,128	1,225
Furniture, fittings and equipment	1,940	2,497
	<u>3,068</u>	<u>3,722</u>

Depreciation charged for the year amounted to £98K (2019 - £160K) and £851K (2019 - £933K) for leasehold improvements and equipment held under finance leases or hire purchase contracts respectively.

Company	Leasehold improvements £000	Assets in course of construction £000	Motor vehicles £000	Equipment £000	Computer systems £000	Total £000
Cost						
At 1 January 2020	27,817	8,672	2	24,395	3,054	63,940
Additions	1,831	525	-	2,059	223	4,638
Transfer of assets completed in year	7,007	(7,007)	-	-	-	-
Disposals	(7,723)	(2,006)	-	(4,632)	-	(14,361)
At 31 December 2020	<u>28,932</u>	<u>184</u>	<u>2</u>	<u>21,822</u>	<u>3,277</u>	<u>54,217</u>
Depreciation						
At 1 January 2020	12,722	-	1	16,079	2,239	31,041
Charge for the year	2,553	-	1	3,457	480	6,491
Disposals	(3,039)	-	-	(2,770)	-	(5,809)
At 31 December 2020	<u>12,236</u>	-	<u>2</u>	<u>16,766</u>	<u>2,719</u>	<u>31,721</u>
Net book value						
At 31 December 2020	<u>16,697</u>	<u>184</u>	<u>2</u>	<u>5,057</u>	<u>559</u>	<u>22,496</u>
At 31 December 2019	<u>15,095</u>	<u>8,672</u>	<u>1</u>	<u>8,317</u>	<u>815</u>	<u>32,898</u>

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2020**

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2020	2019
Company	£000	£000
Land and buildings	1,128	1,225
Furniture, fittings and equipment	<u>1,625</u>	<u>2,497</u>
	<u>2,753</u>	<u>3,722</u>

Depreciation charged for the year amounted to £98K (2019 - £160K) and £807K (2019 - £933K) for leasehold improvements and equipment held under finance leases or hire purchase contracts respectively.

13. Investments in subsidiaries

	Shares in group undertakings
Company	£000
Cost	
At 1 January 2020	788
Impairment	(59)
At 31 December 2020	729

The investment above relates entirely to the Active Life subsidiary. The investment in the other subsidiary, Virgin Active Management Ltd, was fully impaired in the prior year.

14. Principal subsidiary

Company name	Country	Percentage Shareholding	Description	(Loss) 2020 £000	Net Assets 2020 £000
Virgin Active Management Limited Registered number: 02353684	England	100%	Sports and leisure facilities	nil	nil
Active Life Registered number: 04376721	England	100%	Sports and leisure facilities	(383)	370

15. Debtors

	Group		Company	
	2020	2019	2020	2019
	£000	£000	£000	£000
Trade debtors	965	662	965	662
Amounts owed by group undertakings	-	-	373	61
Other debtors	408	1,053	408	1026
Prepayments and accrued income	<u>1,784</u>	<u>1,825</u>	<u>1,784</u>	<u>1,825</u>
	<u>3,157</u>	<u>3,540</u>	<u>3,530</u>	<u>3,574</u>

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2020****16. Creditors:
Amounts falling due within one year**

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£000	£000	£000	£000
Other loans	1,065	1,395	1,015	1,345
Net obligations under finance leases and hire purchase contracts	1,007	1,196	952	1,135
Trade creditors	2,640	2,576	2,640	2,540
Amounts owed to group undertakings	-	-	-	653
Other taxation and social security	1,487	490	1,378	442
Other creditors	58	629	55	542
	<u>6,257</u>	<u>6,286</u>	<u>6,040</u>	<u>6,657</u>

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

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£000	£000	£000	£000
Other loans	19,774	10,126	19,761	10,076
Net obligations under finance leases and hire purchase contracts	1,121	1,365	1,074	1,284
	<u>20,895</u>	<u>11,491</u>	<u>20,835</u>	<u>11,360</u>

Other loans are repayable as follows:

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£000	£000	£000	£000
Less than 1 year	1,065	1,395	1,015	1,345
2 to 5 years	14,750	3,394	14,737	3,344
Over 5 years	5,024	6,732	5,024	6,732
Total	<u>20,839</u>	<u>11,521</u>	<u>20,776</u>	<u>11,421</u>

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Other loans includes the CLBILS (Coronavirus Large Business Interruption Loan Scheme) funding of £13M which is secured by fixed and floating charges over all the company's assets. The rest of the loan are secured by charges over the company's leasehold interest in certain properties to which the financing has been applied for development purposes.

The CLBILS loan is repayable in full November 2023 there are no repayment prior to this date. The other loans are repayable in full on a monthly or quarterly basis with maturity dates ranging between 2021 and 2043.

All of the loans are fixed rate interest. One of the finance leases is floating rate and its outstanding liability at 31st December 2020 was £634K. All the other finance leases are fixed rate with 3 year terms.

Obligations under finance leases and hire purchase contracts, included above, are payable as follows:

	Group		Company	
	2020	2019	2020	2019
	£000	£000	£000	£000
Less than 1 year	1,007	1,196	952	1,135
2 to 5 years	1,121	1,365	1,074	1,284
Over 5 years	-	-	-	-
Total	2,128	2,561	2,026	2,419

18. Accruals and deferred income

	Group		Company	
	2020	2019	2020	2019
	£000	£000	£000	£000
Accruals	7,973	5,974	7,973	5,974
Deferred income	358	421	358	421
	8,331	6,395	8,331	6,395

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Notes to the Financial Statements

For the year ended 31 December 2020

19. Statement of Funds

Group	Brought Forward £000	Income £000	Expense £000	Gains/ (Losses) £000	Carried Forward £000
Unrestricted funds					
General Funds - all	14,890	35,444	(53,499)	-	(3,165)
Pension reserve	(475)	-	(89)	(141)	(705)
Restricted funds	38	13,251	(13,289)	-	-
	<u>14,453</u>	<u>48,695</u>	<u>(66,877)</u>	<u>(141)</u>	<u>(3,870)</u>
Company	Brought Forward £000	Income £000	Expense £000	Gains/ (Losses) £000	Carried Forward £000
Unrestricted funds					
General Funds - all	14,759	33,165	(50,875)	-	(2,952)
Pension reserve	(475)	-	(89)	(141)	(705)
Restricted funds	-	12,125	(12,125)	-	-
	<u>14,284</u>	<u>45,290</u>	<u>(63,089)</u>	<u>(141)</u>	<u>(3,656)</u>

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

	2020 £000	2019 £000
Net incoming resources before other recognised gains/losses	(18,323)	1,390
Actuarial adjustments in relation to defined benefit scheme	230	148
Interest received	(2)	(4)
Interest paid	1,215	347
Amortisation of intangible fixed assets	195	193
Depreciation of tangible fixed assets	6,667	6,714
Disposal of assets	5,557	(2,113)
Active Life gift	-	(729)
Decrease in stocks	184	5
Decrease in debtors	383	226
Increase in creditors	2,428	(2,922)
Net cash used in operating activities	<u>(1,466)</u>	<u>3,255</u>

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2020****21. Analysis of cash and cash equivalents**

	2020 £000	2019 £000
Cash in hand	5,674	1,317
Total	5,674	1,317

22. Analysis of changes in net debt

	31.12.2019	Cash Flows	Non-Cash Changes New Finance Leases	Other Non-Cash Changes	31.12.2020
Cash in hand	1,317	4,358	-	-	5,675
Debt due within one year	(2,591)	732	(213)	-	(2,072)
Debt due greater than one year	(11,491)	(9,069)	(425)	-	(20,985)
	<u>(12,765)</u>	<u>(3,979)</u>	<u>(638)</u>	<u>-</u>	<u>(17,382)</u>

23. Contingent liabilities

At the balance sheet date contingent liabilities existed in respect of guarantee and performance bonds amounting to £3,040K (2019 - £6,305K). The company has taken out insurance cover in respect of these amounts.

24. Operating lease commitments

Total future minimum lease payments under non-cancellable leases:

	2020 £000	2019 £000
Expiring: within 1 year	192	192
between one and five years	804	797
in more than 5 years	13,342	13,571
Total	14,338	14,530

25. Capital commitments

The company had no capital commitments at 31 December 2020 (2019 - £839K).

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Notes to the Financial Statements

For the year ended 31 December 2020

26. Pension commitments

Fusion Lifestyle is an admitted body in 9 defined benefit local government pension schemes. In 8 of these schemes the local council has fully indemnified the company against funding liabilities arising at any time. For those schemes where Fusion is not indemnified a full actuarial valuation was carried out at 31 March 2010 and updated at 31 December 2020 by a qualified independent actuary.

Tunbridge Wells Borough Council has given a legal undertaking indemnifying the company in respect of pension contributions in so far as and to the extent that these may affect pension benefits accrued before 1 October 2006, the transfer date of the Leisure Services from Tunbridge Wells Borough Council to the company. At 1 October 2006 the pension liability for which Tunbridge Wells Borough Council is responsible amounted to £223K. At 31 December 2020 the deficit had increased to £928K, which was £705K in excess of the £223K indemnity. The financial statements therefore show a pension liability of £705K.

As part of the acquisition of Virgin Active Management Limited, the Group assumed pension liabilities relating to employees of that company of £189K. At 31 December 2020 the scheme was valued with £69K surplus. This surplus is not recoverable by the scheme employer and therefore a nil asset/liability is recognised in these accounts.

The amounts recognised in the Balance sheet are as follows:

	2020 £000	2019 £000
Present value of funded obligations	6,114	5,431
Fair value of scheme assets	5,255	4,895
Deficit in schemes	(859)	(536)
Surplus not recognised in Virgin Active Management	(69)	(162)
	(928)	(698)
Indemnity	223	223
Net liability	(705)	(475)

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

	2020 £000	2019 £000
Service cost	(33)	(90)
Interest on obligation	(14)	(14)
Administration expenses	(42)	(44)
Expected return on scheme assets	-	-
Total	(89)	(148)
Actual return on scheme assets	461	598

Fuslon Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2020****26. Pension commitments continued**

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

	2020	2019
	£000	£000
Opening defined benefit obligation	5,431	4,671
Interest cost	113	133
Contributions by scheme participants	5	8
Actuarial losses	1,132	879
Benefits paid	(163)	(48)
Past Service Costs	-	44
Experience Gain on defined benefit contribution	(437)	0
Current service cost	33	46
Change in demographic assumptions	-	(302)
Closing defined benefit obligation	<u>6,114</u>	<u>5,431</u>

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

	2020	2019
	£000	£000
Opening fair value of scheme assets	4,895	4,266
Expected return on assets	19	22
Contributions by employer	90	114
Contributions by scheme participants	5	8
Admin expenses	(49)	(43)
Interest costs	80	97
Return on assets	362	479
Benefits paid	(163)	(48)
Other actuarial gains / (losses)	16	0
	<u>5,255</u>	<u>4,895</u>

Fusion Lifestyle**(A company limited by guarantee)****Notes to the Financial Statements****For the year ended 31 December 2020****26. Pension commitments continued**

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

	2020 %	2019 %
Equities	60.1%	66.9%
Property	8.1%	11.5%
Government bonds	0.5%	0.7%
Cash and other assets	10.4%	11.5%
Other bonds	20.9%	9.5%
	100.0%	100.0%

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

	2020 %	2019 %
Discount rate at 31 December	1.33%	2.05%
Expected return on scheme assets at 31 December	1.33%	2.05%
Future salary increases	3.25%	3.45%
Future pension increases	2.73%	2.65%
Inflation (CPI)	2.35%	2.10%

Assumed life expectations from age 65 are:

		2020 years	2019 years
Retiring today:	Males	21.9	23.1
	Females	24.0	25.2
Retiring in 20 years:	Males	23.3	25.4
	Females	25.5	27.6

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For the year ended 31 December 2020

26. Pension commitments continued

Amounts for the current and previous four periods are as follows:

Defined benefit pension schemes

	2020 £'000	2019 £'000	2018 £'000	2017 £'000	2016 £'000
Defined benefit obligation	(6,114)	(5,431)	(4,671)	(5,269)	(5,641)
Scheme assets	5,255	4,895	4,266	4,395	4,009
Surplus not recognised in Virgin Active Management	(69)	(162)	(116)	(78)	-
Deficit	(928)	(698)	(521)	(952)	(1,632)
Experience adjustments on scheme liabilities	(437)	-	-	(688)	-
Experience adjustments on scheme assets	-	-	-	-	-

27. Controlling party

There is no ultimate controlling party. The company is controlled by the Board of Trustees.

28. Post-balance sheet event

The worldwide outbreak of COVID-19 resulted in the UK Government requiring the British public to enter a number of national and regional lockdowns during the year. Following the year end, there was a third national lockdown from 5 January 2021 to 11 April 2021 resulting in the temporary closure of all leisure establishments including gyms and leisure centres. The charitable company's activities, as with many businesses, have been impacted.

The respective governments of Northern Ireland and England have now permitted leisure centres, gyms and indoor pools to reopen on 12 April 2021. The impact of the new social distancing measures which limit a facility's capacity, and the continued existence of COVID-19 in our society, which may have an impact on the behaviour of the company's customers is as of yet unknown. There are also concerns that there might be a further spike in the pandemic and the need for / likelihood of another lockdown which would undoubtedly have a significant impact on the position of the charitable company.

Fusion Lifestyle

(A company limited by guarantee)

Notes to the Financial Statements

For the year ended 31 December 2020

28. Post-balance sheet event continued

During 2020, Fusion Lifestyle secured support with its partners and bankers in the form of short term and long term financial support without which its ability to continue for the foreseeable future would also be uncertain. This is a non-adjusting post balance sheet event.

