# BISON IN THE COMMUNITY

England & Wales · Charity number 1149297

## Details

| | |
|---|---|
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 07713846 |
| **Registered** | 2012-10-11 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Bison in the Community<br>Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire |
| **Phone** | 01543 363738 |
| **Email** | bitc@wintersports.org.uk |

## Activities

**Objects:** (1) THE PRESERVATION AND PROTECTION OF GOOD HEALTH AND THE PROMOTION OF COMMUNITYPARTICIPATION IN HEALTHY RECREATION THROUGH SPORTS AND PHYSICAL FITNESS(2) TO ADVANCE IN LIFE AND RELIEVE THE NEEDS OF YOUNG PEOPLE IN THE AREA OF BENEFIT THROUGH: (A) THE PROVISION OF RECREATIONAL AND LEISURE TIME ACTIVITIES PROVIDED IN THE INTEREST OF SOCIAL WELFARE, DESIGNED TO IMPROVE THEIR CONDITIONS LIFE. (B) PROVIDING SUPPORT AND ACTIVITIES WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN THEIR SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS. (3) THE GENERAL CHARITABLE PURPOSES ARE: (A) EDUCATION AND TRAINING (B) THE ADVANCEMENT OF HEALTH AND/OR SAVING OF LIVES (C) HELP THOSE WITH DISABILITIES (D)AMATEUR SPORTS PROGRAM (E) ECONOMIC, COMMUNITY DEVELOPMENT AND EMPLOYMENT PROGRAMS(4) THE ORGANISATION AIMS TO DIRECT IT'S RESOURCES TO THE FOLLOWING GROUPS: (A) CHILDREN & YOUNG PEOPLE (B) PEOPLE WITH DISABILITIES (C) OTHER CHARITABLE OR VOLUNTARY BODIES (D) THE GENERAL PUBLIC/MANKIND (5) THE ORGANISATION AIMS TO PROVIDE THE AFOREMENTIONED BY THE FOLLOWINGMEANS: (A) MAKE GRANTS TO INDIVIDUALS (B) MAKE GRANTS TO ORGANISATIONS (C) PROVIDE OTHER FORMS OF FINANCE (D) PROVIDE HUMAN RESOURCES (E) PROVIDE BUILDINGS, FACILITIES AND OPEN SPACE (F) PROVIDE SERVICES (G) PROVIDES ADVOCACY, ADVICE AND INFORMATION

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**Activities:** 1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.2) To advance in life and relieve needs of young people3) To relieve the needs of people with disabilities as the trustees shall determine.

## Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Other Finance, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Disability, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

- Throughout England

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2024-12-31 | £11,738,085 | £11,664,550 | £5,743,943 | 262 |
| 2023-12-31 | £12,187,840 | £10,611,217 | £5,670,408 | 232 |
| 2022-12-31 | £11,529,544 | £8,979,341 | £4,093,785 | 214 |
| 2021-12-31 | £6,057,209 | £4,535,770 | £1,543,582 | 156 |
| 2020-12-31 | £1,518,018 | £1,515,539 | £22,143 | 49 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| DARREN GREEN | | 2012-08-29 |
| Dominic McDermott | | 2014-03-28 |
| Heath Rhodes | | 2014-03-28 |
| MATTHEW BURMAN LLOYD | | 2018-06-28 |
| Tim Fife | | 2014-03-28 |

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**BISON IN THE COMMUNITY**

England & Wales - Charity number 1149297

# Accounts

Charity registration number 1149297 (England and Wales)

Company registration number 07713846

# BISON IN THE COMMUNITY LIMITED

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 DECEMBER 2024

# BISON IN THE COMMUNITY LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | Mr Timothy Fife<br>Mr Darren Green<br>Mr Matthew Burman Lloyd<br>Mr D McDermott<br>Mr Heath Rhodes |
| **Charity number (England and Wales)** | 1149297 |
| **Company number** | 07713846 |
| **Principal address** | Muckley Corner House Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire<br>WS14 0BG |
| **Registered office** | Muckley Corner House Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire<br>WS14 0BG |
| **Auditor** | Kinnaird Hill<br>Brunel House<br>1 Archers Court<br>Huntingdon<br>Cambridgeshire<br>PE29 6XG |
| **Bankers** | Handelsbanken<br>Lakeside<br>Festival Way<br>ST1 5RY |
| **Solicitors** | Wrigleys<br>3rd Floor<br>3 Wellington Place<br>Leeds<br>West Yorkshire<br>LS1 4AP |

# BISON IN THE COMMUNITY LIMITED

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# BISON IN THE COMMUNITY LIMITED

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 DECEMBER 2024*

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report with the financial statements of the charitable company for the period ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS102.

**Objectives and activities**

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

For the benefit of the public in England and Wales:

1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.

2) To advance in life and relieve needs of young people through:

(a) The provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;

(b) Providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

3) To relieve the needs of people with disabilities as the trustees shall determine.

4) Such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine

All business decisions are made having given reference to the objects of the charity.

**Ensuring our work delivers our aims**

We review our aims, objectives and activities each year. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aims, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

**The focus of our work**

Our main objectives for the year are the promotion and provision of health, educational, recreational and sporting activities. The strategies we used to meet these objectives included:

- Providing a range of educational programmes aimed at people of all ages, genders, ethnicity, sexuality or ability.
- Focusing upon providing pathways from our educational programmes into regular participation in activities that promote good health, social interaction and personal development
- Provide employment opportunities for young people in the communities we work in. There is evidence of young people developing careers, including becoming part of the senior management team.
- Continue to focus on reducing energy usage across our facilities to limit the impact on the environment.

**Strategic report**

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

**Achievements and performance**

Our main activities and who we engage with are described below. All our charitable activities focus on the provision of leisure, health, sports and educational activities and are undertaken to further our charitable purposes for the public benefit taking into consideration the Charities Commission's guidance on public benefit.

Educational Programmes: We deliver a significant number of educational programmes, mainly focused on teaching people to learn to skate. We have seen an increase in the number of people taking part in our educational programmes

Social Interaction: As well as providing the opportunity for people to ice skate we also ensure that the local communities surrounding the ice rinks are given the opportunity to interact socially. This occurs through programmes such as social ice dance, where people can skate and have a beverage together, and our penguin clubs which provide the opportunity for young parents and their pre-school children to interact. We also provide regular sessions for home schooled children, and their families/carers to engage with each other and to participate in a physical activity.

Community Sport: there is a significant amount of time made available for community clubs to deliver sports activities such as junior ice hockey clubs, synchronised skating, and figure skating clubs. We also ensure that aspiring figure skaters can practice and develop their skills in closed sessions.

The facilities are, on average, in use 16 – 18 hours per day and the usage breaks down approximately as follows:

- Educational programmes – 38% (includes lessons and coaching sessions)
- Community sport – 32% (includes teams and clubs undertaking activities)
- Social Interaction – 29% (includes public skating, social events targeted at specific groups)

**Who used and benefited from our services?**

The members confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have regard to the Charity Commission's general guidance on public benefit and have used this information when devising our aims and objectives and planning future activities.

The Charity is committed to providing affordable leisure and recreational programmes for the communities it works with and will achieve this by robust management, allowing prices to be kept affordable, and by reinvesting in new and existing activities. The Charity recognises that to successfully deliver its objectives it must also provide a high-quality experience for each and every service user. The monitoring of this is achieved using monthly independent mystery visits supported by a robust, transparent user engagement programme. The Charity works with a range of other charities and community groups to extend its impact and benefit to the wider community.

Bison in the Community strives for equity of access and works with local authority partners in delivering Council led initiatives at our centres. We undertake proactive research into grant funding to support the provision of activities for disadvantaged groups and provide free educational programmes.

As a charity we work with local disability groups across our operating area to run activities and sessions for various ages and ability levels as well as providing educational programmes aimed specifically at those with a disability.

In order to support our local communities, we work with the various National Governing Bodies of sport to encourage people to either start, or return to, sports participation and we run open days offering free or very low-cost activities. Additionally, we work with local charities assisting them with fund raising and making facilities available for their use.

Our "Skating Stars" programme has now become well established and provides free learn to skate courses. In addition, we have regular skating competitions which enable skaters of all levels to test themselves against other skaters and which are fully inclusive.

We have worked with English Ice Hockey clubs to actively increase the number of female skaters and have seen several new female ice hockey teams emerge as a result. This programme has proven very successful and has seen 12 young females join the women's ice hockey team.

We have increased the number of employees from 232 to over 250 in the past year. We proactively employ young people from the local area and often we are the young person's first employment opportunity. We provide transferable skills and experience within the workplace as well as providing opportunities to gain qualifications.

In 2023 we introduced a feedback programme to understand the needs of those attending social interaction programmes in order to evolve the programmes we provide. From this feedback we have identified the following:

- 21% of people are attending the facility for the first time with 35% attending at least once a week
- 43% attended the facility with friends
- The main reason people visit the facility is because they enjoy it (70%), to improve their abilities (31%) and to meet other people (21%)
- 47 % of people visiting the facility live less than 10 miles away and 73% of every attending travel by car.
- 61% of people attending the facility identify as female

In order to ensure that we meet the needs of the people who use our services we proactively collect feedback and monitor social media. There are also details on the website on how to make a complaint.

As a charity we aim to ensure that our facilities offer value for money and flexibility to the local community. On this basis we offer longer sessions at our facilities, typically between 3 and 5 hours, than comparable facilities who typically offer sessions between 1 to 2 hours. This means that whilst the cost maybe higher, when compared to the similar facilities, it means that there are less restrictions on the times available and that users benefit from longer sessions, thereby resulting in a lower cost when comparing the price on a per hour basis. This has the additional benefit of providing flexibility, something feedback shows is very important to the local community.

Where possible we work with local providers to facilitate healthy holiday activities, which enable the local community to attend for free during the school holidays to participate in educational programmes, receive a meal and have an activity to do through the day. We also offer a similar programme, at an appropriate price, for individuals who are not eligible for funded healthy holiday activities.

There is a recognition of the benefit of an inclusive and diverse workforce that does not exclude disabled people. We are committed to ensuring that we get the right people who represent the local community and add value to the activities that we offer. We aim to provide an inclusive and accessible recruitment process and make reasonable adjustments so that all job applicants have the best opportunity to demonstrate that they can be successful if they are employed.

If employees become disabled during their employment, we will provide appropriate training and make reasonable adjustments to ensure their employment continues.

All staff, including those with a disability, have equal access to training, career development and promotion opportunities. We have invested in the Citation system which provides online training which supplements the training we provide at a facility level.

We have programmes in place to provide discounted educational programmes and activities to schools and local community groups. In addition, we provide dedicated lessons to children being educated at home, thereby allowing them to have access to a physical activity, learn a new school and interact with their peers.

Our memberships offer members the opportunity to receive discounts on the activities and programmes we provide, and these discounts increase during the school holiday to reduce the cost of participating, thereby recognising that many in our communities are being impacted by the cost-of-living crisis.

**Financial review**

The executive management team prepare the annual operational budget for the charity, and this is approved by the board prior to the commencement of the financial year.

The board of management receive quarterly reports on the financial performance of the charity. These reports include an Income and expenditure statement and balance sheet, both compared to budget and last year for the month and year to date.

A settlement was reached regarding the use of intellectual property (IP), with the charity paying a one-off sum of £175,000 for the historic use of IP. There is a recognition that there is value in using the brand name, Planet Ice, and there would be significant costs associated with a rebrand such as having to purchase and build new systems.

Due to the short-term nature of the licences between the charity and licensor, historically the licence fees were reflected a pass through of the costs incurred by the licensor plus an additional charge for administration and equipment. However, this charge did not reflect the fit-out costs, as the buildings were originally provided to the licensor as a shell. In order to provide the licensor with flexibility to sell the buildings, for any use, as part of a review of the agreement between the charity and the licensor it has been agreed that an additional charge is appropriate. The additional amount paid for IP charge this year was £1.36m. Whilst the short-term licences remain in place it has been agreed that this charge should be incorporated within the charge made for IP, which is set at a similar level to what the licensor could realise if a franchise agreement was in place and calculated using a similar mechanism.

All funds are generated through receipts from customers, from grants or from funding provided by our local authority partners. The majority of funds are spent on enabling participation in activities that meet the charities objectives.

Expenditure of these funds supports the key community objectives of the charity and the continued investment in improved services and facilities for the community.

Due to the shutdowns caused by COVID deterioration has occurred that is outside the normal level of wear and tear that could be expected. Coming out of COVID the charity focused on operational maintenance and did not undertake investment to ensure that the facilities were maintained to keep them to the standard that they were in when they took occupation. As a result, a request has been made for the charity to make reparation, and this is currently under discussion. There are cash reserves of £4.2m, which have been set aside to a dilapidations/ maintenance fund within the unrestricted reserves to cover the expected reparation costs.. Discussions are ongoing regarding the reparation charge to be made with a view to agreeing a one-off payment which would cover each site and would also ensure that the charity will not incur future costs so long as they fulfil their requirements to maintain the facilities.

It should be noted that when the charities began operating the facilities it was anticipated that they would only be in occupation for a short period of time, however this has proven not to be the case. It is recognised that if the licensor chose to sell the properties, which would attract significant interest, as they could be utilised for other purposes as they are effectively warehouses, it would have a significant impact on the health, leisure and recreation activities for their local communities as well as being detrimental to the sports of ice skating and ice hockey. As a result, the charities are currently exploring options for a long-term agreement.

Total expenditure in 2024 was £11,664,550, having been £10,611,217 in 2023. This represents an increase of 9.9%. This compares to income which decreased from £12,187,840 in 2023 to £11,738,085 in 2024.

**Reserves policy**

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to two to three months' expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised.

In 2022, the charity generated a surplus in anticipation of contracts under negotiation and to address invoices for the provision of services provided by a utility company that was under dispute. This surplus significantly increased in 2023 and at the end of 2024 the charity held £5,743,943 in reserves; however, it is anticipated a significant payment for reparation costs will be required. It is currently not possible to predict an amount; however, an estimated allocation is currently being made for a cost of £600,000 per facility, and therefore funds amounting to £4.2m have been transferred to a designated fund for dilapidations and maintenance.

The reserves policy is currently under review. It is anticipated that the general reserves will be further structured as follows:

1. Continuity Fund
   This fund is to be used to bridge any possible delays in income, circumstances that result in income declining significantly (e.g. COVID) or managing payment in arrears contracts. This has been defined as a minimum of a three month's budgeted trading activity.
2. Restructuring Fund
   This fund is to be used to cover essential trading/activities whilst sourcing income to a maximum of 6 months budgeted trading activity.
3. Cyclical Maintenance Fund
   This fund is to be used for major items of maintenance of the fabric of the buildings such as redecorating the interior.
4. Dissolution Fund
   This fund provides for the costs of dissolution should the charity be unable to continue. It is only to be used in the event of the Trustees' deciding the charity should cease to exist. It will be used to pay notice periods, redundancies and the expenses of running the facilities until closure of the organisation.
5. Contested Payments Fund
   This fund is to be used to cover costs of expenditure which are under dispute, for example historic electricity bills, outstanding brand licence payments etc.

**Plans for future periods**

We strive to continue to deliver high quality community programmes and to develop and expand our programmes into new communities.

Development of new facilities is also an on-going focus - identifying new opportunities that meet the needs of the community and fulfil our charitable objectives.

To address the seasonal economic variations, we intend to look to expand our provision into non-winter sports activities. There is also a desire to explore opportunities for investment.

Currently a lot of the charities beneficiaries travel to attend using a car. This is not the most environmentally sympathetic mode of transport and so it is important to explore way to encourage other forms of transport to be used.

It is hoped to secure funding and/or sponsorship to provide free or highly subsidised activities.

**Structure, governance and management**

The charitable company is controlled by its governing document, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

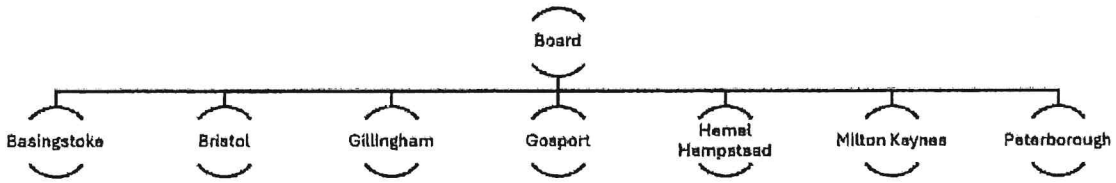
The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:
Mr Timothy Fife
Mr Darren Green
Mr Matthew Burman Lloyd
Mr D McDermott
Mr Heath Rhodes

**Recruitment and appointment of new Trustees**
In exercising its powers to nominate, appoint, re-appoint; elect, re-elect, approve and dismiss members, the members shall seek to ensure that the board is representative of the local community and comprises persons with a broad range of skills who are likely to contribute to the organisation's success.

**Board members Induction and training**
All new members joining the Board receive a full induction that is aimed at training them in their statutory responsibilities under charity and company law. The Induction will normally include:

- Meeting with the Chairman of the Board
- Tour of all facilities and an opportunity to meet staff
- Access to safeguarding training
- Receive copies of the Charity's rules
- Receive copies of strategy and business planning documents
- Receive copies of corporate policies and documents
- Receive an organisational structure and overview of the management process

**Organisational structure**
The charity is overseen by a board which sets the policies and procedures to be used by the facilities.




There is no Chief Executive or Company Secretary as both roles are redundant based on the structure used. The responsibilities of those roles are shared and included in the responsibilities of the trustees.

Each facility has a General Manager employed by the charity. Staff are directly employed by the charity, with line management being provided by the facilities General Manager. General Managers are expected to make decisions in line with the policy and procedures approved by the board. Policy and procedures are approved at board level, where appropriate.

The charity contracts with PI (Lichfield) Limited for the provision of management services with the remit of ensuring that the facilities operate using the policies and procedures approved by the board. The Trustees are employed by P.I. (Lichfield) Limited. This approach provides consistency across all facilities as it provides several benefits to the charity as it enables a focus on core activities, improve the quality of service whilst reducing life-cycle costs. It also enables access to category experts, with up-to-date market knowledge and potentially new and innovative ways of delivering a particular service.

There is no standard approach to remuneration, as the facilities operate in different areas, offer different facilities and are sized differently.

**Engagement with Employees**
The trustees are aware that as the charity has grown it is important to recognise the importance that they play in the delivery of our services and the impact that they have on the local community.

During the next financial year, we will be exploring ways to ensure that staff are provided systematically with information on employee matters including achieving a common awareness on the part of all employees of the financial and economic factors affecting the performance of the company. We will also seek to introduce a formal mechanism to consult with staff on a regular basis so that their views can be taken into account in making decisions which affect their interest.

There is a recognition that supporting and developing staff starts as soon as they accept an offer of employment, and as a result there has been significant work done to refine the induction process.

In order to ensure that the trustees engage with employees and develop an understanding of the challenges they face, they regularly undertake visits to the facilities as well as attending meetings and staff activities. There is an annual conference for the facility managers, which includes a social event and evening meal. Also, an annual appraisal process is in place.

**Risk Management**
The members of the Board have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board members confirm that the major risks to the charity have been reviewed and that systems or procedures have been established to manage those risks.

Risks are assessed using a risk matrix and controls identified to mitigate each risk. A score is then generated for risks which considers the risk pre and post control.

The three most significant risks are as follows:

1. Increase in the cost of utilities
2. Reserve management
3. A drop of facility usage

Risks are managed as appropriate, for instance utility use is monitored on a weekly basis and the charity has invested in a real time electricity use monitoring system.

**Conflicts of Interest**
The charity has a Conflict of Interests Policy and manages any potential conflicts in line with that policy.

**Relationship between the Charity and related parties**
The Charity has a licence granted by PI Property (Leisure) Limited to operate Planet Ice Arena Basingstoke (also known as Basingstoke Ice Rink), Planet Ice Bristol, Planet Ice Milton Keynes, Planet Ice Peterborough, Planet Ice Hemel Hempstead and Planet Ice Arena Gosport (also known as Gosport Ice Rink). Currently Basingstoke Ice Rink is undergoing a significant redevelopment funded by PI Property (Leisure) Limited.

The Charity has a licence granted by Silver Blades (Gillingham) Limited to operate Gillingham Ice Rink.

The charity operates the rinks under the brand name Planet Ice.

The Charity is affiliated as required to the National Governing Bodies for the sports it provides. It utilises the learn to skate programmes branded Skate Excellence and Hockey Excellence, which is a programme developed by KCO Inline Ice Skating Limited and which provides qualifications which are recognised by City and Guilds. H. Rhodes is a director of KCO Inline Skating Limited but does not receive any remuneration from that company.

An annual brand licencing agreement is in place to allow the charities to use the intellectual property "Planet Ice".

The charity uses the services of PI (Lichfield) Limited to provide Head Office services to the charities and Ice Media Production Company Limited to provide ICT management services. H. Rhodes and D. Green are employed by P.I. Lichfield. H. Rhodes is a Director of Ice Media Productions but does not receive any remuneration from that company.

Bison in the Community Limited and Staffordshire Winter Sports Club Limited are considered linked as they share the same directors.

**Statement of trustees responsibilities**
The trustees (who are also the directors of Bison in the Community Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charity SORP 2019 (FRS102); make judgements and estimates that are reasonable and prudent; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditor**
So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit Information and to establish that the charitable company's auditors are aware of that information.

The trustees report, including the strategic report, was approved by the Board of Trustees.

D Green
.....
Mr Darren Green
**Trustee**
Date: 21 | 10 | 25

# BISON IN THE COMMUNITY LIMITED

## INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF BISON IN THE COMMUNITY LIMITED

### Opinion

We have audited the financial statements of Bison in the Community Limited (the 'charity') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees report have been prepared in accordance with applicable legal requirements.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)
## TO THE MEMBERS OF BISON IN THE COMMUNITY LIMITED

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**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.

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

**Identifying and assessing risks related to irregularities**

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee, discussions within our audit team planning meeting, updating our records of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with the Trustee and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011.

**Audit response to risks identified**

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's minutes of meetings to identify potential misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates give rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed the non-compliance with laws and regulations is from the events and transactions in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Kinnaird Hill

**Nita Elizabeth Hutchcraft FCCA (Senior Statutory Auditor)**
For and on behalf of Kinnaird Hill, Statutory Auditor
Chartered Certified Accountants
Brunel House
1 Archers Court
Huntingdon
Cambridgeshire
PE29 6XG
Date: 22/10/2025

# BISON IN THE COMMUNITY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

*FOR THE YEAR ENDED 31 DECEMBER 2024*

| | Notes | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|---|
| **Income and endowments from:** | | | |
| Charitable activities | 3 | 11,485,471 | 11,984,964 |
| Investments | 4 | 93,084 | 39,760 |
| Other income | 5 | 159,530 | 163,116 |
| **Total income** | | 11,738,085 | 12,187,840 |
| **Expenditure on:** | | | |
| Charitable activities | 6 | 10,120,765 | 10,090,703 |
| Other expenditure | 11 | 1,543,785 | 520,514 |
| **Total expenditure** | | 11,664,550 | 10,611,217 |
| **Net income and movement in funds** | | 73,535 | 1,576,623 |
| **Reconciliation of funds:** | | | |
| Fund balances at 1 January 2024 | | 5,670,408 | 4,093,785 |
| **Fund balances at 31 December 2024** | | 5,743,943 | 5,670,408 |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 15 to 27 form part of these financial statements.

# BISON IN THE COMMUNITY LIMITED

## BALANCE SHEET

*AS AT 31 DECEMBER 2024*

| | Notes | 2024 £ | £ | 2023 £ | £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 13 | | - | | 125,005 |
| **Current assets** | | | | | |
| Stocks | 14 | 57,762 | | 57,556 | |
| Debtors | 15 | 4,738,243 | | 3,680,970 | |
| Cash at bank and in hand | | 2,111,850 | | 3,361,113 | |
| | | 6,907,855 | | 7,099,639 | |
| **Creditors: amounts falling due within one year** | 16 | (1,163,912) | | (1,554,236) | |
| **Net current assets** | | | 5,743,943 | | 5,545,403 |
| **Total assets less current liabilities** | | | 5,743,943 | | 5,670,408 |
| **The funds of the charity** | | | | | |
| Unrestricted funds | 18 | | 5,743,943 | | 5,670,408 |
| | | | 5,743,943 | | 5,670,408 |

The notes on pages 15 to 27 form part of these financial statements.

The financial statements were approved by the trustees on 21/10/25

D Green

Mr Darren Green
**Trustee**

Company registration number 07713846 (England and Wales)

# BISON IN THE COMMUNITY LIMITED

## STATEMENT OF CASH FLOWS

### *FOR THE YEAR ENDED 31 DECEMBER 2024*

| | Notes | 2024 £ | 2024 £ | 2023 £ | 2023 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash absorbed by operations | 23 | | (1,467,799) | | (330,469) |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (23,528) | | (30,662) | |
| Proceeds from disposal of tangible fixed assets | | 148,980 | | - | |
| Investment income received | | 93,084 | | 39,760 | |
| **Net cash generated from investing activities** | | | 218,536 | | 9,098 |
| **Net cash generated from financing activities** | | | - | | - |
| **Net decrease in cash and cash equivalents** | | | (1,249,263) | | (321,371) |
| Cash and cash equivalents at beginning of year | | | 3,361,113 | | 3,682,484 |
| **Cash and cash equivalents at end of year** | | | 2,111,850 | | 3,361,113 |

The notes on pages 15 to 27 form part of these financial statements.

## 1 Accounting policies

### Charity information

Bison in the Community Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Muckley Corner House Walsall Road, Muckley Corner, Lichfield, Staffordshire, WS14 0BG.

### 1.1 Basis of preparation

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Grants are recognised when the company has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to met, the income is recognised as a liailibility and included on the balance sheet as deferred income to be released. Where entitlement occurs before the income is received, the income is accrued

Rental income are amounts receivable for rental services, net of VAT and is recognised on an accruals basis.

1 **Accounting policies** **(Continued)**

**1.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|---|---|
| Plant and equipment | 15% reducing balance |
| Fixtures and fittings | 15% reducing balance |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.8 Stocks**

Stocks are stated at the lower of cost and estimated selling price.

**1.9 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

**1.10 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies (Continued)

*Basic financial assets*

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

*Basic financial liabilities*

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

*Derecognition of financial liabilities*

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.11 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.12 Retirement benefits**

Payments to defined contribution pension scheme are charged as an expense as they fall due.

**1.13 Leases**

Rental is payable under a licence. The notice period is 48 hours, therefore, there is no capital commitment at the year end.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Income from charitable activities

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|
| **Community Facility Hire** | | |
| Sale of goods | 1,307,985 | 1,248,381 |
| **Educational Program** | | |
| Sale of goods | 2,658,664 | 2,822,569 |
| **Leisure & Recreational** | | |
| Sale of goods | 5,433,604 | 5,957,740 |
| **Miscellaneous** | | |
| Sale of goods | 2,085,218 | 1,956,274 |
| | 11,485,471 | 11,984,964 |

## 4 Income from investments

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|
| Interest receivable | 93,084 | 39,760 |

## 5 Other income

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|
| Net gain on disposal of tangible fixed assets | 448 | - |
| Other income | 85,445 | 90,817 |
| Shop rental income | 73,637 | 72,299 |
| | 159,082 | 163,116 |

## 6 Expenditure on charitable activities

| | Direct Costs | Running costs | Support Costs | Total | Direct Costs | Depreciation | Running costs | Support Costs | Total |
|---|---|---|---|---|---|---|---|---|---|
| | 2024 | 2024 | 2024 | 2024 | 2023 | 2023 | 2023 | 2023 | 2023 |
| | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| **Direct costs** | | | | | | | | | |
| Staff costs | 2,188,309 | - | - | 2,188,309 | 2,128,852 | - | - | - | 2,128,852 |
| Depreciation and impairment | - | - | - | - | - | 20,297 | - | - | 20,297 |
| Direct costs | 1,645,210 | - | - | 1,645,210 | 1,575,645 | - | - | - | 1,575,645 |
| Rates | - | 178,519 | - | 178,519 | - | - | 231,068 | - | 231,068 |
| Light & heat | - | 1,337,918 | - | 1,337,918 | - | - | 1,651,682 | - | 1,651,682 |
| Postage & stationery | - | 10,574 | - | 10,574 | - | - | 20,521 | - | 20,521 |
| Telecommunications | - | 40,644 | - | 40,644 | - | - | 49,894 | - | 49,894 |
| Travel expenses | - | 16,364 | - | 16,364 | - | - | 16,842 | - | 16,842 |
| Rent | - | 3,408,297 | - | 3,408,297 | - | - | 3,154,993 | - | 3,154,993 |
| Management charges | - | 485,170 | - | 485,170 | - | - | 521,266 | - | 521,266 |
| Repairs & maintenance | - | 377,766 | - | 377,766 | - | - | 377,964 | - | 377,964 |
| Sundry expenses | - | 25,221 | - | 25,221 | - | - | 32,141 | - | 32,141 |
| Bad debts | - | - | - | - | - | - | 46,874 | - | 46,874 |
| | 3,833,519 | 5,880,473 | - | 9,713,992 | 3,704,497 | 20,297 | 6,103,245 | - | 9,828,039 |
| **Share of support and governance costs (see note 7)** | | | | | | | | | |
| Support | - | - | 155,101 | 155,101 | - | - | - | 164,078 | 164,078 |
| Governance | - | - | 251,672 | 251,672 | - | - | - | 98,586 | 98,586 |
| | 3,833,519 | 5,880,473 | 406,773 | 10,120,765 | 3,704,497 | 20,297 | 6,103,245 | 262,664 | 10,090,703 |
| **Analysis by fund** | | | | | | | | | |
| Unrestricted funds | 3,833,519 | 5,880,473 | 406,773 | 10,120,765 | 3,704,497 | 20,297 | 6,103,245 | 262,664 | 10,090,703 |

## 7 Support costs allocated to activities

| | Direct Costs 2024 £ | Total 2023 £ |
|---|---|---|
| Finance costs | 155,101 | 164,078 |
| Governance | 251,672 | 98,586 |

| Governance costs comprise: | 2024 £ | 2023 £ |
|---|---|---|
| Audit fees | 20,669 | 19,280 |
| Legal and professional | 231,003 | 79,306 |
| | 251,672 | 98,586 |

## 8 Net movement in funds

| | 2024 £ | 2023 £ |
|---|---|---|
| The net movement in funds is stated after charging/(crediting): | | |
| Fees payable for the audit of the charity's financial statements | 20,669 | 19,280 |
| Depreciation of owned tangible fixed assets | - | 20,297 |
| Profit on disposal of tangible fixed assets | (448) | - |

## 9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits directly from the charity during the year. However, four of the five Trustees were paid £209,417 (2023 £142,857) by PI (Lichfield) Limited, a related party entity. The amount is included in direct costs of £540,046 (2023: £501,530) shown in note 20 to the financial statements.

## 10 Employees

The average monthly number of employees during the year was:

| | 2024 Number | 2023 Number |
|---|---|---|
| Employees | 262 | 232 |

10 Employees (Continued)

| Employment costs | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 2,065,716 | 2,012,850 |
| Social security costs | 99,694 | 95,013 |
| Other pension costs | 22,899 | 20,989 |
| | 2,188,309 | 2,128,852 |

There were no employees whose annual remuneration was more than £60,000.

11 Other expenditure

| | Unrestricted funds 2024 | Unrestricted funds 2023 |
|---|---|---|
| | £ | £ |
| Exceptional item | 1,543,785 | 520,514 |

This year the company has paid £1,543,785 additional charges for the use of intellectual property following a review of the licence agreements. Given the size and nature of this amount, it has been reflected as an exceptional item in the financial statements.

In the prior year the following related party balances that were due by Winter Sports Clubs have been treated as an exceptional item:
Cardiff Winter Sports Club Limited was dissolved on 21 March 2017. The balance of £123,419 is no longer recoverable.

Gillingham Winter Sports Club Limited has now ceased trading and the balance of £85,484 is no longer considered repayable.

Peterborough Winter Sports Club Limited ceased trading on the 31 March 2021 and the trading activities were transferred to Bison in The Community Limited. The balance of £482,579 represents full settlement of any debts that were outstanding at the 31 March 2021 by Bison in the Community Limited.
Peterborough Winter Sports Club, Cardiff Winter Sports Club and Gillingham Winter Sports Club were related charities, the trustees Mr Green, Mr Rhodes, Mr Fife, Mr Lloyd and Mr Dermott are trustees of each of them.

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

## 13 Tangible fixed assets

| | Plant and equipment | Fixtures and fittings | Total |
|---|---|---|---|
| | £ | £ | £ |
| At 1 January 2024 | 171,774 | 43,292 | 215,066 |
| Additions | 21,279 | 2,249 | 23,528 |
| Disposals | (193,053) | (45,541) | (238,594) |
| At 31 December 2024 | - | - | - |
| **Depreciation and impairment** | | | |
| At 1 January 2024 | 82,619 | 7,443 | 90,062 |
| Eliminated in respect of disposals | (82,619) | (7,443) | (90,062) |
| At 31 December 2024 | - | - | - |
| **Carrying amount** | | | |
| At 31 December 2024 | - | - | - |
| At 31 December 2023 | 89,156 | 35,849 | 125,005 |

## 14 Stocks

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Raw materials and consumables | 57,762 | 57,556 |

## 15 Debtors

| | 2024 | 2023 |
|---|---|---|
| **Amounts falling due within one year:** | £ | £ |
| Trade debtors | 62,579 | 460,693 |
| Amounts owed by subsidiary undertakings | 1,018 | - |
| Other debtors | 4,663,477 | 3,202,124 |
| Prepayments and accrued income | 11,169 | 18,153 |
| | 4,738,243 | 3,680,970 |

## 16 Creditors: amounts falling due within one year

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Other taxation and social security | 20,577 | 20,845 |
| Trade creditors | 448,440 | 730,390 |
| Other creditors | 194,638 | 196,435 |
| Accruals and deferred income | 500,257 | 606,566 |
| | 1,163,912 | 1,554,236 |

## 17 Retirement benefit schemes

| Defined contribution schemes | 2024<br>£ | 2023<br>£ |
|---|---|---|
| Charge to profit or loss in respect of defined contribution schemes | 22,899 | 20,989 |

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

Payments to the defined contribution pension scheme are charged as expenses as they fall due.

## 18 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

| | At 1 January 2024 | Incoming resources | Resources expended | Transfers | At 31 December 2024 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Dilapidation/Maintenance Fund | - | - | - | 4,200,000 | 4,200,000 |
| General funds | 5,670,408 | 11,738,085 | (11,664,550) | (4,200,000) | 1,543,943 |
| | 5,670,408 | 11,738,085 | (11,664,550) | - | 5,743,943 |

| Previous year: | At 1 January 2023 | Incoming resources | Resources expended | Transfers | At 31 December 2023 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| General funds | 4,093,785 | 12,187,840 | (10,611,217) | - | 5,670,408 |

**Dilapidations/maintenance fund:**
This is a designated fund which represents the funds set aside towards dilapidation and maintenance costs of the ice rinks which are required for ongoing operations and for reparation costs under the terms of the licence agreements.

## 19 Contingent Liability

Under the terms of the licence agreements, the charity may be obliged to undertake reparation costs in respect of each building. It is difficult to calculate a reliable estimate of the potential costs and to distinguish between these and ongoing repairs and maintenance costs: therefore, no provision has been made in the financial statements but funds of £4.2m have been transferred to a designated fund in anticipation of these costs.

20 **Related party transactions**

**Transactions with related parties**

| | Direct costs | |
|---|---|---|
| | **2024** | **2023** |
| | **£** | **£** |
| KCO Inline Skating Limited | 36,249 | 25,205 |
| Staffordshire Winter Sports Club Limited | 4,307 | 7,361 |
| Ice Media Production Limited | 133,961 | 99,492 |
| PI (Lichfield) Limited | 540,046 | 501,530 |
| The Ice Rink Company Limited | 36,427 | - |
| Planet Ice Hemel Hempstead Ltd | 147,057 | - |
| | 898,047 | 633,588 |

| | Amounts owed to related parties | |
|---|---|---|
| | **2024** | **2023** |
| | **£** | **£** |
| KCO Inline Skating Limited | 128,801 | 119,188 |
| Ice Media Production Limited | 5,580 | 15,105 |
| PI (Lichfield) Limited | 23,566 | 66,771 |
| | 157,947 | 201,064 |

| | Amounts owed by related parties 2024 | | Amounts owed by related parties 2023 | |
|---|---|---|---|---|
| | **Balance** | **Net** | **Balance** | **Net** |
| | **£** | **£** | **£** | **£** |
| Staffordshire Winter Sports Club Ltd | 46,358 | 46,358 | 44,566 | 44,566 |
| PI (Lichfield) Limited | 313,200 | 313,200 | 240,401 | 240,401 |
| BBIH Ltd | 1,018 | 1,018 | - | - |
| | 360,576 | 360,576 | 284,967 | 284,967 |

20 Related party transactions (Continued)

Mr Rhodes, a trustee, is a shareholder and director of KCO Inline Skating Limited and Ice Media Production Limited. The transactions with these companies are at arms length.

All of the trustees of the charity are remunerated under contracts of employment or a service contract on a self employed basis with PI (Lichfield) Limited for services provided to the charity. The trustees are also the only key management personnel. The costs of the services were recharged by PI (Lichfield) Limited during the year and are included in the direct costs as disclosed above. Further details of the payments made to the trustees are included in note 10 to the financial statements.

PI (Lichfield) Limited is related to the charity by virtue of the payment of trustees remuneration or a service contract on a self employed basis. The controlling party of this company, Mr M Petrouis, is also a shareholder of the companies related to the trustee Mr Rhodes, as mentioned above.

Staffordshire Winter Sports Club, Peterborough Winter Sports Club, Cardiff Winter Sports Club and Gillingham Winter Sports Club are all related charities since the trustees Mr Green, Mr Rhodes, Mr Fife, Mr Lloyd and Mr McDermott are also trustees of each of them. Transactions are at arms length and due to the unique nature and inter-relationships of the charities concerned, there is an element of recharge between them to cover seasonal and common activities and events.

The following amounts were recognised as an expense in the year in respect of bad debts due from related parties. Note 11 to the financial statements provides additional information in relation to the write offs of irrecoverable balances.

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Peterborough Winter Sports Club | - | 482,579 |
| Cardiff Winter Sports Club | - | 123,419 |
| Gillingham Winter Sports Club Limited | - | (85,484) |
| | - | 520,514 |

20 **Related party transactions** **(Continued)**

**Additional related party disclosures**

The following balances were owed by related parties as at 31 December 2024:

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Planet Ice (Bristol) Limited | 363,813 | 865,004 |
| Planet Ice (Gosport) Limited | 486,963 | 583,213 |
| Planet Ice (Hemel Hempstead) Limited | 124,967 | 335,435 |
| Planet Ice (Milton Keynes) Limited | 590,718 | 500,870 |
| Planet Ice (Peterborough) Limited | 157,390 | 207,043 |
| Silverblades Ice Rink Company (Gillingham) Limited | 431,273 | 549,279 |
| Ice Rink (Gillingham) Co | 303,571 | - |
| Silverblades Ice Rink Company (Altrincham) Limited | - | 2,588 |
| Ice Rink (Basingstoke) Co | - | 2,138 |
| PI Property Leisure Limited | 1,836,140 | - |

The following balances were owed to related parties as at 31 December 2024:

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Planet Ice (Gosport) Limited | - | 5,750 |
| Planet Ice (Basingstoke) Limited | 93,147 | 55,303 |
| Planet Ice (Milton Keynes) Limited | - | 12,000 |
| Planet Ice (Peterborough) Limited | - | 3,550 |
| Silverblades Ice Rink Company (Altrincham) Limited | - | 5,235 |

During the year licence fees were charged by the following related parties:

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Planet Ice (Bristol) Limited | 819,000 | 795,000 |
| Planet Ice (Gosport) Limited | 347,750 | 304,750 |
| Planet Ice (Hemel Hempstead) Limited | 397,800 | 349,800 |
| Planet Ice (Milton Keynes) Limited | 682,500 | 636,000 |
| Planet Ice (Peterborough) Limited | 260,650 | 188,150 |
| Silverblades Ice Rink Company (Gillingham) Limited | 514,800 | 466,300 |
| Planet Ice (Basingstoke) Limited | 338,640 | 353,062 |

The charity has licences, in respect of the Ice Rinks, granted by the companies listed above.

During the year fixed assets were sold at net book value to PI Property Leisure Ltd amounting to £104,427

During the year fixed assets were sold at net book value to The Ice Rink Company Ltd amounting to £38,098

During the year the professional charges of £89,185 were recharged by PI Property Leisure Ltd

The charity operates the rinks under the brand name of "Planet Ice" and Silverblades Ice Rink Company. Included in note 11 Exceptional costs is £1,293,810 charged by PI Property Leisure Ltd and £249,975 charged by The Ice Rink Company Ltd for the use of Intellectual property.

All of the companies are owned and controlled by Mr M Petrouis.

## 21 Subsidiaries

Details of the charity's subsidiaries at 31 December 2024 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct | % Held Indirect |
|---|---|---|---|---|---|
| BBIH Limited | England | Ice hockey sports team | Ordinary | 100.00 | |

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

| Name of undertaking | Profit/(Loss) | Capital and Reserves |
|---|---|---|
| | £ | £ |
| BBIH Limited | - | (25,142) |

The investment is held at nil value in the financial statements. The company has ceased to trade.

This is the only subsidiary and its results are not material therefore group accounts have not been prepared.

## 22 Company limited by guarantee

The company is limited by guarantee, each member having undertaken to contribute such amounts not exceeding one pound as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are 5 members of the company.

## 23 Cash absorbed by operations

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Surplus for the year | 73,535 | 1,576,623 |
| **Adjustments for:** | | |
| Investment income recognised in statement of financial activities | (93,084) | (39,760) |
| Gain on disposal of tangible fixed assets | (447) | - |
| Depreciation and impairment of tangible fixed assets | - | 20,296 |
| **Movements in working capital:** | | |
| (Increase)/decrease in stocks | (206) | 20,320 |
| (Increase) in debtors | (1,057,273) | (1,948,610) |
| (Decrease)/increase in creditors | (390,324) | 40,662 |
| **Cash absorbed by operations** | (1,467,799) | (330,469) |

## 24 Analysis of changes in net funds

The charity had no material debt during the year.

**BISON IN THE COMMUNITY**

England & Wales - Charity number 1149297

# Accounts

**Charity registration number 1149297**

**Company registration number 07713846 (England and Wales)**

# BISON IN THE COMMUNITY LIMITED

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 DECEMBER 2023

# BISON IN THE COMMUNITY LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | Mr Timothy Fife<br>Mr Darren Green<br>Mr Matthew Burman Lloyd<br>Mr D McDermott<br>Mr Heath Rhodes |
| **Charity number** | 1149297 |
| **Company number** | 07713846 |
| **Principal address** | Muckley Corner House Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire<br>WS14 0BG |
| **Registered office** | Muckley Corner House Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire<br>WS14 0BG |
| **Auditor** | Kinnaird Hill<br>Brunel House<br>1 Archers Court<br>Huntingdon<br>Cambridgeshire<br>PE29 6XG |
| **Bankers** | Handelsbanken<br>Lakeside<br>Festival Way<br>ST1 5RY |
| **Solicitors** | Wrigleys<br>3rd Floor<br>3 Wellington Place<br>Leeds<br>West Yorkshire<br>LS1 4AP |

# BISON IN THE COMMUNITY LIMITED

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# BISON IN THE COMMUNITY LIMITED

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

## *FOR THE YEAR ENDED 31 DECEMBER 2023*

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report with the financial statements of the charitable company for the period ended 31 December 2023. The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

**Objectives and activities**

Our charity’s purposes as set out in the objects contained in the company’s memorandum of association are to:

For the benefit of the public in Hampshire, the Isle of Wight and surrounding area:

1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.

2) To advance in life and relieve needs of young people through:

(a) The provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;

(b) Providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

3) To relieve the needs of people with disabilities as the trustees shall determine.

4) Such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine

The memorandum and articles are currently being altered to reflect that the charity operates in a wider area, however, the Charity Commission register does reflect the areas the facilities are located in.

All business decisions are made having given reference to the objects of the charity.

**Ensuring our work delivers our aims**

We review our aims, objectives and activities each year. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

**The focus of our work**

Our main objectives for the year are the promotion and prevention of health, educational, recreational and sporting activities. The strategies we used to meet these objectives included:

- Providing a range of educational programmes aimed at people of all ages, genders, ethnicity, ability, sexuality or ability.
- Focusing upon providing pathways from our educational programmes into regular participation in activities that promote good health, social interaction and personal development
- Provide employment opportunities for young people in the communities we work in. There is evidence of young people developing careers, including becoming part of the senior management team.
- Continue to focus on reducing energy usage across our facilities to limit the impact on the environment.

**Achievements and Performance**
Our main activities and who we engage with are described below. All our charitable activities focus on the provision of leisure, health, sports and educational activities and are undertaken to further our charitable purposes for the public benefit taking into consideration the Charities Commission's guidance on public benefit.

Educational Programmes: We deliver a significant number of educational programmes, mainly focused on teaching people to learn to skate. We have seen an increase in the number of people taking part in our educational programmes.

Social Interaction: As well as providing the opportunity for people to ice skate we also ensure that the local communities surrounding the ice rinks are given the opportunity to interact socially. This occurs through programmes such as social ice dance, where people can skate and have a beverage together, and our penguin clubs which provide the opportunity for young parents and their pre-school children to interact. We also provide regular sessions for home schooled children, and their families/carers to engage with each other and to participate in a physical activity.

Community Sport: there is a significant amount of time made available for community clubs to deliver sports activities such as junior ice hockey clubs, synchronised skating, and figure skating clubs. We also ensure that aspiring figure skaters can practice and develop their skills in closed sessions.

The facilities are, on average, in use 16 – 18 hours per day and the usage breaks down approximately as follows:

- Educational programmes – 38% (includes lessons and coaching sessions)
- Community sport – 32% (includes teams and clubs undertaking activities)
- Social Interaction – 29% (includes public skating, social events targeted at specific groups)

**Who used and benefited from our services?**
The members confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have regard to the Charity Commission's general guidance on public benefit and have used this information when devising our aims and objectives and planning future activities.

The Charity is committed to providing affordable leisure and recreational programmes for the communities it works with and will achieve this by robust management, allowing prices to be kept affordable, and by reinvesting in new and existing activities. The Charity recognises that to successfully deliver its objectives it must also provide a high-quality experience for each and every service user. The monitoring of this is achieved using monthly independent mystery visits supported by a robust, transparent user engagement programme. The Charity works with a range of other charities and community groups to extend its impact and benefit to the wider community.

Bison in the Community strives for equity of access and works with local authority partners in delivering Council led initiatives at our centres. We undertake proactive research into grant funding to support the provision of activities for disadvantaged groups and provide free educational programmes.

As a charity we work with local disability groups across our operating area to run activities and sessions for various ages and ability levels as well as providing educational programmes aimed specifically at those with a disability.

In order to support our local communities, we work with the various National Governing Bodies of sport to encourage people to either start, or return to, sports participation and we run open days offering free or very low-cost activities. Additionally, we work with local charities assisting them with fund raising and making facilities available for their use.

We have increased the number of employees from 214 to 232 in the past year. We proactively employ young people from the local area and often we are the young person’s first employment opportunity. We provide transferable skills and experience within the workplace as well as providing opportunities to gain qualifications.

We have introduced a feedback programme to understand the needs of those attending social interaction programmes in order to evolve the programmes we provide. From this feedback we have identified the following:

- 21% of people are attending the facility for the first time with 35% attending at least once a week
- 43% attended the facility with friends
- The main reason people visit the facility is because they enjoy it (70%), to improve their abilities (31%) and to meet other people (21%)
- 47 % of people visiting the facility live less than 10 miles away and 73% of every attending travel by car.
- 61% of people attending the facility identify as female

As a charity we aim to ensure that our facilities offer value for money and flexibility to the local community. On this basis we offer longer sessions at our facilities, typically between 3 and 5 hours, than comparable facilities who typically offer sessions between 1 to 2 hours. This means that whilst the cost maybe higher, when compared to the similar facilities, it means that there are less restrictions on the times available and that users benefit from longer sessions, thereby resulting in a lower cost when comparing the price on a per hour basis. This has the additional benefit of providing flexibility, something feedback shows is very important to the local community.

Where possible we work with local providers to facilitate healthy holiday activities, which enable the local community to attend for free during the school holidays to participate in educational programmes, receive a meal and have an activity to do through the day. We also offer a similar programme, at an appropriate price, for individuals who are not eligible for funded healthy holiday activities.

We have programmes in place to provide discounted educational programmes and activities to schools and local community groups. In addition, we provide dedicated lessons to children being educated at home, thereby allowing them to have access to a physical activity, learn a new school and interact with their peers.

Our memberships offer members the opportunity to receive discounts on the activities and programmes we provide, and these discounts increase during the school holiday to reduce the cost of participating, thereby recognising that many in our communities are being impacted by the cost of living crisis.

**Financial review**

The executive management team prepare the annual operational budget for the charity, and this is approved by the board of management prior to the commencement of the financial year.

The board of management receive quarterly reports on the financial performance of the charity. These reports include an Income and expenditure statement and balance sheet, both compared to budget and last year for the month and year to date.

Currently there is a review of the use of the intellectual property (IP) by the charity and it is anticipated that payment for use of IP will be required going forward as well as for historical use. There is currently no reliable estimate of the charge that will be due but it is anticipated that agreement will be reached by the 30th November 2024.

All funds are generated through receipts from customers, from grants or from funding provided by our local authority partners. The majority of funds are spent on enabling participation in activities that meet the Charities objectives.

Expenditure of these funds supports the key community objectives of the charity and the continued investment in improved services and facilities for the community.

Due to the shutdowns caused by COVID deterioration has occurred that is outside the normal level of wear and tear that could be expected. As a result, a request has been made for the charity to make reparation and this is currently under discussion.

Total expenditure in 2023 was £10,611,217, having been £8,979,341. This represents an increase of 18%. This compares to income which increased from £11,529,544 in 2022 to £12,187,840 in 2023, an increase of 6%.

**Reserves policy**

In the 2022 year the charity generated a surplus in anticipation of contracts under negotiation and to address invoices for the provision of services provided by a utility company that was under dispute. This surplus has increased in 2023; however, the surplus is in line with the charities reserves policy. At the end of 2023 the charity held £5,670,408 in reserves. This is approximately the equivalent of 6 months expenditure and is in line with reserves policy.

It is acknowledged that there has been a significant increase in reserves (surplus) since 2022 and as a result the reserves policy is currently under review. It is anticipated that the reserves will be structured as follows:

1. Continuity Fund
   This fund is to be used to bridge any possible delays in income, circumstances that result in income declining significantly (e.g. COVID) or managing payment in arrears contracts. This has been defined as a minimum of a three month's budgeted trading activity.
2. Restructuring Fund
   This fund is to be used to cover essential trading/activities whilst sourcing income to a maximum of 6 months budgeted trading activity.
3. Cyclical Maintenance Fund
   This fund is to be used for major items of maintenance of the fabric of the buildings such as redecorating the interior.
4. Dissolution Fund
   This fund provides for the costs of dissolution should the charity be unable to continue. It is only to be used in the event of the Trustees' deciding the charity should cease to exist. It will be used to pay notice periods, redundancies and the expenses of running the facilities until closure of the organisation.
5. Contested Payments Fund
   This fund is to be used to cover costs of expenditure which are under dispute, for example historic electricity bills, outstanding brand licence payments etc.

**Plans for future periods**

We strive to continue to deliver high quality community programmes and to develop and expand our programmes into new communities.

Development of new facilities is also an on-going focus - identifying new opportunities that meet the needs of the community and fulfil our charitable objectives.

To address the seasonal economic variations, we intend to look to expand our provision into non-winter sports activities. There is also a desire to explore opportunities for investment.

Currently a lot of the charities beneficiaries travel to attend using a car. This is not the most environmentally sympathetic mode of transport and so it is important to explore ways to encourage other forms of transport to be used.

It is hoped to secure funding and/or sponsorship to provide free or highly subsidised activities.

**Structure, governance and management**

The charitable company is controlled by its governing document, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Timothy Fife

Mr Darren Green

Mr Matthew Burman Lloyd

Mr D McDermott

Mr Heath Rhodes

**Recruitment and appointment of new Trustees**

In exercising its powers to nominate, appoint, re-appoint; elect, re-elect, approve and dismiss members, the members shall seek to ensure that the board is representative of the local community and comprises persons with a broad range of skills who are likely to contribute to the organisation’s success.

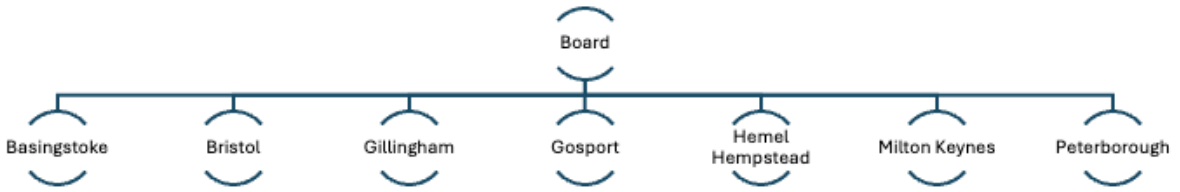
**Board members Induction and training**

All new members joining the Board receive a full induction that is aimed at training them in their statutory responsibilities under charity and company law. The Induction will normally include:

- Meeting with the Chairman of the Board
- Tour of all facilities and an opportunity to meet staff
- Access to safeguarding training
- Receive copies of the Charity's rules
- Receive copies of strategy and business planning documents
- Receive copies of corporate policies and documents
- Receive an organisational structure and overview of the management process

**Organisational structure**

The charity is overseen by a board which sets the policies and procedures to be used by the facilities.




There is no Chief Executive or Company Secretary as both roles are redundant based on the structure used. The responsibilities of those roles are shared included in the responsibilities of the trustees.

The Senior Management team are: H Rhodes (Chief Operating Officer), D Green (Accountant), J Neville (Projects & Maintenance), K Engren (Asst. Chief Operating Officer), M Savage (Head of Development), J Tildesley (Head of Food and Beverages) and M Poultney (Events)

Each facility has a General Manager employed by the charity. Staff are directly employed by the charity, with line management being provided by the facilities General Manager. General Managers are expected to make decisions in line with the policy and procedures approved by the board. Policy and procedures are approved at board level, where appropriate.

The charity contracts with PI (Lichfield) Limited for the provision of management services with the remit of ensuring that the facilities operate using the policies and procedures approved by the board. The Senior Management Team are employed by P.I. (Lichfield) Limited. This approach provides consistency across all facilities as it provides several benefits to the charity as it enables a focus on core activities, improve the quality of service whilst reducing life-cycle costs. It also enables access to category experts, with up-to-date market knowledge and potentially new and innovative ways of delivering a particular service.

There is no standard approach to remuneration, as the facilities operate in different areas, offer different facilities and are sized differently.

**Risk Management**

The members of the Board have a duty to Identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board members confirm that the major risks to the charity have been reviewed and that systems or procedures have been established to manage those risks.

Risks are assessed using a risk matrix and controls identified to mitigate each risk. A score is then generated for risks which considers the risk pre and post control.

The three most significant risks are as follows:

1. Increase in the cost of utilities
2. Reserve management
3. A drop of facility usage

Risks are managed as appropriate, for instance utility use is monitored on a weekly basis and the charity has invested in a real time electricity use monitoring system.

**Conflicts of Interest**

The charity has a Conflict of Interests Policy and manages any potential conflicts in line with that policy.

**Relationship between the Charity and related parties**

The Charity has a licence granted by PI Property (Leisure) Limited to operate Planet Ice Arena Basingstoke (also known as Basingstoke Ice Rink), Planet Ice Bristol, Planet Ice Milton Keynes, Planet Ice Peterborough, Planet Ice Hemel Hempstead and Planet Ice Arena Gosport (also known as Gosport Ice Rink).

The Charity has a licence granted by Silver Blades (Gillingham) Limited to operate Gillingham Ice Rink.

The charity operates the rinks under the brand name Planet Ice.

The Charity is affiliated as required to the National Governing Bodies for the sports it provides. It utilises the learn to skate programmes branded Skate Excellence and Hockey Excellence, which is a programme developed by KCO Inline Ice Skating Limited and which provides qualifications which are recognised by City and Guilds. H. Rhodes is a director of KCO Inline Skating Limited but does not receive any remuneration.

A brand licencing agreement is currently under negotiation to allow the charities to use the intellectual property “Planet Ice”.

The charity uses the services of PI (Lichfield) Limited to provide Head Office services to the charities and Ice Media Production Company Limited to provide ICT management services. H. Rhodes and D. Green are employed by P.I. Lichfield. H. Rhodes is a Director of Ice Media Productions but does not receive any remuneration.

Bison in the Community Limited and Staffordshire Winter Sports Club Limited are considered linked as they share the same directors.

**Statement of trustees responsibilities**

The trustees, who are also the directors of Bison in the Community Limited for the purposes of company law, are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charity SORP 2019 (FRS 102); make judgements and estimates that are reasonable and prudent; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditor**

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit Information and to establish that the charitable company's auditors are aware of that information.

The trustees report, including the strategic report, was approved by the Board of Trustees.

.....
Mr Darren Green
**Trustee**

Date: .....

# BISON IN THE COMMUNITY LIMITED

## INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF BISON IN THE COMMUNITY LIMITED

**Opinion**

We have audited the financial statements of Bison in the Community Limited (the 'charity') for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**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.

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

**Identifying and assessing risks related to irregularities**

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee, discussions within our audit team planning meeting, updating our records of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with the Trustee and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011.

**Audit response to risks identified**

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's minutes of meetings to identify potential misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates give rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed the non-compliance with laws and regulations is from the events and transactions in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council’s website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**Nita Elizabeth Hutchcraft FCCA (Senior Statutory Auditor)**
**for and on behalf of Kinnaird Hill** .....

**Chartered Certified Accountants**
**Statutory Auditor**

Brunel House
1 Archers Court
Huntingdon
Cambridgeshire
PE29 6XG

# BISON IN THE COMMUNITY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

### *FOR THE YEAR ENDED 31 DECEMBER 2023*

| | Notes | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|---|
| **Income and endowments from:** | | | |
| Donations and legacies | **3** | - | 10,000 |
| Charitable activities | **4** | 11,984,964 | 11,388,103 |
| Investments | **5** | 39,760 | - |
| Other income | **6** | 163,116 | 131,441 |
| **Total income** | | 12,187,840 | 11,529,544 |
| **Expenditure on:** | | | |
| Charitable activities | **7** | 10,090,703 | 8,979,341 |
| Other expenditure | **12** | 520,514 | - |
| **Total expenditure** | | 10,611,217 | 8,979,341 |
| **Net income and movement in funds** | | 1,576,623 | 2,550,203 |
| **Reconciliation of funds:** | | | |
| Fund balances at 1 January 2023 | | 4,093,785 | 1,543,582 |
| **Fund balances at 31 December 2023** | | 5,670,408 | 4,093,785 |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 15 to 28 form part of these financial statements.

# BISON IN THE COMMUNITY LIMITED

## BALANCE SHEET

### *AS AT 31 DECEMBER 2023*

| | Notes | 2023 £ | 2023 £ | 2022 £ | 2022 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | **14** | | 125,005 | | 114,639 |
| **Current assets** | | | | | |
| Stocks | **15** | 57,556 | | 77,876 | |
| Debtors | **16** | 3,680,970 | | 1,732,360 | |
| Cash at bank and in hand | | 3,361,113 | | 3,682,484 | |
| | | 7,099,639 | | 5,492,720 | |
| **Creditors: amounts falling due within one year** | **17** | (1,554,236) | | (1,513,574) | |
| **Net current assets** | | | 5,545,403 | | 3,979,146 |
| **Total assets less current liabilities** | | | 5,670,408 | | 4,093,785 |
| **The funds of the charity** | | | | | |
| Unrestricted funds | **19** | | 5,670,408 | | 4,093,785 |
| | | | 5,670,408 | | 4,093,785 |

The notes on pages 15 to 28 form part of these financial statements.

The financial statements were approved by the trustees on .....

.....
Mr Darren Green
**Trustee**

Company registration number 07713846 (England and Wales)

# BISON IN THE COMMUNITY LIMITED

## STATEMENT OF CASH FLOWS

### *FOR THE YEAR ENDED 31 DECEMBER 2023*

| | Notes | 2023 £ | 2023 £ | 2022 £ | 2022 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash (absorbed by)/generated from operations | **22** | | (330,469) | | 2,788,468 |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (30,662) | | (64,172) | |
| Proceeds from disposal of tangible fixed assets | | - | | 175 | |
| Investment income received | | 39,760 | | - | |
| **Net cash generated from/(used in) investing activities** | | | 9,098 | | (63,997) |
| **Net cash used in financing activities** | | | - | | - |
| **Net (decrease)/increase in cash and cash equivalents** | | | (321,371) | | 2,724,471 |
| Cash and cash equivalents at beginning of year | | | 3,682,484 | | 958,013 |
| **Cash and cash equivalents at end of year** | | | 3,361,113 | | 3,682,484 |

The notes on pages 15 to 28 form part of these financial statements.

**1 Accounting policies**

**Charity information**

Bison in the Community Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Muckley Corner House Walsall Road, Muckley Corner, Lichfield, Staffordshire, WS14 0BG.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**1.4 Income**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Grants are recognised when the company has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to met, the income is recognised as a liailibility and included on the balance sheet as deferred income to be released. Where entitlement occurs before the income is received, the income is accrued

**1 Accounting policies** **(Continued)**

**1.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|---|---|
| Plant and equipment | 15% reducing balance |
| Fixtures and fittings | 15% reducing balance |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.8 Stocks**

Stocks are stated at the lower of cost and estimated selling price.

**1.9 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

**1.10 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**1 Accounting policies** **(Continued)**

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.11 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.12 Retirement benefits**

Payments to defined contribution pension scheme are charged as an expense as they fall due.

**1.13 Leases**

Rental is payable under a licence. The notice period is 48 hours, therefore, there is no capital commitment at the year end.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Income from donations and legacies

| | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|
| Grants | - | 10,000 |

## 4 Income from charitable activities

| | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|
| **Community Facility Hire** | | |
| Sale of goods | 1,248,381 | 1,001,435 |
| **Educational Program** | | |
| Sale of goods | 2,822,569 | 2,143,292 |
| **Leisure & Recreational** | | |
| Sale of goods | 5,957,740 | 6,120,469 |
| **Miscellaneous** | | |
| Sale of goods | 1,956,274 | 2,122,907 |
| | 11,984,964 | 11,388,103 |

## 5 Income from investments

| | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|
| Interest receivable | 39,760 | - |

## 6 Other income

| | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|
| Other income | 90,817 | 79,585 |
| Shop rental income | 72,299 | 51,856 |
| | 163,116 | 131,441 |

## 7 Expenditure on charitable activities

| | Direct Costs 2023 £ | Depreciation 2023 £ | Running costs 2023 £ | Support Costs 2023 £ | Total 2023 £ |
|---|---|---|---|---|---|
| **Direct costs** | | | | | |
| Staff costs | 2,128,852 | - | - | - | 2,128,852 |
| Depreciation and impairment | - | 20,297 | - | - | 20,297 |
| Direct costs | 1,575,645 | - | - | - | 1,575,645 |
| Rates | - | - | 231,068 | - | 231,068 |
| Light & heat | - | - | 1,651,682 | - | 1,651,682 |
| Postage & stationery | - | - | 20,521 | - | 20,521 |
| Telecommunications | - | - | 49,894 | - | 49,894 |
| Travel expenses | - | - | 16,842 | - | 16,842 |
| Rent | - | - | 3,154,993 | - | 3,154,993 |
| Management charges | - | - | 521,266 | - | 521,266 |
| Repairs & maintenance | - | - | 377,964 | - | 377,964 |
| Sundry expenses | - | - | 32,141 | - | 32,141 |
| Bad debts | - | - | 46,874 | - | 46,874 |
| | 3,704,497 | 20,297 | 6,103,245 | - | 9,828,039 |
| **Share of support and governance costs (see note 8)** | | | | | |
| Support | - | - | - | 164,078 | 164,078 |
| Governance | - | - | - | 98,586 | 98,586 |
| | 3,704,497 | 20,297 | 6,103,245 | 262,664 | 10,090,703 |
| **Analysis by fund** | | | | | |
| Unrestricted funds | 3,704,497 | 20,297 | 6,103,245 | 262,664 | 10,090,703 |

**7 Expenditure on charitable activities** **(Continued)**

| Previous year: | Direct Costs | Depreciation | Running costs | Support Costs | Total |
|---|---|---|---|---|---|
| | 2022 | 2022 | 2022 | 2022 | 2022 |
| | £ | £ | £ | £ | £ |
| **Direct costs** | | | | | |
| Staff costs | 1,921,112 | - | - | - | 1,921,112 |
| Depreciation and impairment | - | 15,807 | - | - | 15,807 |
| Direct costs | 1,444,227 | - | - | - | 1,444,227 |
| Rates | - | - | 259,805 | - | 259,805 |
| Light & heat | - | - | 1,201,307 | - | 1,201,307 |
| Postage & stationery | - | - | 21,552 | - | 21,552 |
| Telecommunications | - | - | 41,300 | - | 41,300 |
| Travel expenses | - | - | 19,698 | - | 19,698 |
| Rent | - | - | 2,722,183 | - | 2,722,183 |
| Management charges | - | - | 514,302 | - | 514,302 |
| Repairs & maintenance | - | - | 426,794 | - | 426,794 |
| Sundry expenses | - | - | 26,589 | - | 26,589 |
| Bad debts | - | - | 116,077 | - | 116,077 |
| | 3,365,339 | 15,807 | 5,349,607 | - | 8,730,753 |
| **Share of support and governance costs (see note 8)** | | | | | |
| Support | - | - | - | 155,939 | 155,939 |
| Governance | - | - | - | 92,649 | 92,649 |
| | 3,365,339 | 15,807 | 5,349,607 | 248,588 | 8,979,341 |
| **Analysis by fund** | | | | | |
| Unrestricted funds | 3,365,339 | 15,807 | 5,349,607 | 248,588 | 8,979,341 |

**8 Support costs allocated to activities**

| | Direct Costs | Total |
|---|---|---|
| | 2023 | 2022 |
| | £ | £ |
| Finance costs | 164,078 | 155,939 |
| Governance | 98,586 | 92,649 |

| **Governance costs comprise:** | 2023 £ | 2022 £ |
|---|---|---|
| Audit fees | 19,280 | 5,608 |
| Legal and professional | 79,306 | 87,041 |
| | 98,586 | 92,649 |

**9 Net movement in funds**

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| The net movement in funds is stated after charging/(crediting): | | |
| Fees payable for the audit of the charity's financial statements | 19,280 | 5,608 |
| Depreciation of owned tangible fixed assets | 20,297 | 15,807 |

**10 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits directly from the charity during the year. However, the five Trustees were paid £142,857 (2022 £142,857) by PI (Lichfield) Limited, a related party entity. The amount is included in direct costs of £501,530 (2022: £462,499) shown in note 20 to the financial statements.

**11 Employees**

The average monthly number of employees during the year was:

| | 2023 | 2022 |
|---|---|---|
| | Number | Number |
| Employees | 232 | 214 |

| **Employment costs** | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 2,012,850 | 1,810,365 |
| Social security costs | 95,013 | 88,887 |
| Other pension costs | 20,989 | 21,860 |
| | 2,128,852 | 1,921,112 |

There were no employees whose annual remuneration was more than £60,000.

**12 Other expenditure**

| | Unrestricted funds 2023 | Unrestricted funds 2022 |
|---|---|---|
| | £ | £ |
| Exceptional item - settlement of debts | 520,514 | - |

**12 Other expenditure** **(Continued)**

The following related party balances that were due by Winter Sports Clubs have been treated as an exceptional item:

Cardiff Winter Sports Club Limited was dissolved on 21 March 2017. The balance of £123,419 is no longer recoverable.

Gillingham Winter Sports Club Limited has now ceased trading and the balance of £85,484 is no longer considered repayable.

Peterborough Winter Sports Club Limited ceased trading on the 31 March 2021 and the trading activities were transferred to Bison in The Community Limited. The balance of £482,579 represents full settlement of any debts that were outstanding at the 31 March 2021 by Bison in the Community Limited.

Peterborough Winter Sports Club, Cardiff Winter Sports Club and Gillingham Winter Sports Club were related charities, the trustees Mr Green, Mr Rhodes, Mr Fife, Mr Lloyd and Mr Dermott are trustees of each of them.

**13 Taxation**

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

**14 Tangible fixed assets**

| | Plant and equipment | Fixtures and fittings | Total |
|---|---|---|---|
| | £ | £ | £ |
| **Cost** | | | |
| At 1 January 2023 | 161,053 | 23,351 | 184,404 |
| Additions | 10,721 | 19,941 | 30,662 |
| At 31 December 2023 | 171,774 | 43,292 | 215,066 |
| **Depreciation and impairment** | | | |
| At 1 January 2023 | 68,069 | 1,695 | 69,764 |
| Depreciation charged in the year | 14,549 | 5,748 | 20,297 |
| At 31 December 2023 | 82,618 | 7,443 | 90,061 |
| **Carrying amount** | | | |
| At 31 December 2023 | 89,156 | 35,849 | 125,005 |
| At 31 December 2022 | 92,984 | 21,655 | 114,639 |

**15 Stocks**

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Raw materials and consumables | 57,556 | 77,876 |

**16 Debtors**

| | 2023 | 2022 |
|---|---|---|
| **Amounts falling due within one year:** | £ | £ |
| Trade debtors | 460,693 | 19,214 |
| Other debtors | 3,202,124 | 1,683,703 |
| Prepayments and accrued income | 18,153 | 29,443 |
| | 3,680,970 | 1,732,360 |

**17 Creditors: amounts falling due within one year**

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Other taxation and social security | 20,845 | 33,950 |
| Trade creditors | 730,390 | 528,863 |
| Other creditors | 196,435 | 343,609 |
| Accruals and deferred income | 606,566 | 607,152 |
| | 1,554,236 | 1,513,574 |

**18 Retirement benefit schemes**

| | 2023 | 2022 |
|---|---|---|
| **Defined contribution schemes** | £ | £ |
| Charge to profit or loss in respect of defined contribution schemes | 20,989 | 21,860 |

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

**19 Unrestricted funds**

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

| | At 1 January 2023 | Incoming resources | Resources expended | At 31 December 2023 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| General funds | 4,093,785 | 12,187,840 | (10,611,217) | 5,670,408 |

| Previous year: | At 1 January 2022 | Incoming resources | Resources expended | At 31 December 2022 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| General funds | 1,543,582 | 11,529,544 | (8,979,341) | 4,093,785 |

**20 Related party transactions**

**Transactions with related parties**

| | Direct costs | |
|---|---|---|
| | **2023** | **2022** |
| | **£** | **£** |
| KCO Inline Skating Limited | 25,205 | 46,669 |
| Staffordshire Winter Sports Club Limited | (7,361) | (3,768) |
| Ice Media Production Limited | 99,492 | 103,506 |
| PI (Lichfield) Limited | 501,530 | 462,499 |
| | 618,866 | 608,906 |

| | Amounts owed to related parties | |
|---|---|---|
| | **2023** | **2022** |
| | **£** | **£** |
| KCO Inline Skating Limited | 119,188 | 96,200 |
| Ice Media Production Limited | 15,105 | - |
| PI (Lichfield) Limited | 66,771 | 244,378 |
| | 201,064 | 340,578 |

| | Amounts owed by related parties 2023 | | Amounts owed by related parties 2022 | |
|---|---|---|---|---|
| | **Balance** | **Net** | **Balance** | **Net** |
| | **£** | **£** | **£** | **£** |
| Ice Media Production Limited | - | - | 5,754 | 5,754 |
| PI (Lichfield) Limited | 240,401 | 240,401 | 202,771 | 202,771 |
| | 240,401 | 240,401 | 208,525 | 208,525 |

**20 Related party transactions** **(Continued)**

Mr Rhodes, a trustee, is a shareholder and director of KCO Inline Skating Limited and Ice Media Production Limited. The transactions with these companies are at arms length.

All of the trustees of the charity are remunerated under contracts of employment or a service contract on a self employed basis with PI (Lichfield) Limited for services provided to the charity. The trustees are also the only key management personnel. The costs of the services were recharged by PI (Lichfield) Limited during the year and are included in the direct costs as disclosed above. Further details of the payments made to the trustees are included in note 10 to the financial statements.

PI (Lichfield) Limited is related to the charity by virtue of the payment of trustees remuneration or a service contract on a self employed basis. The controlling party of this company, Mr M Petrouis, is also a shareholder of the companies related to the trustee Mr Rhodes, as mentioned above.

Staffordshire Winter Sports Club, Peterborough Winter Sports Club, Cardiff Winter Sports Club and Gillingham Winter Sports Club are all related charities since the trustees Mr Green, Mr Rhodes, Mr Fife, Mr Lloyd and Mr McDermott are also trustees of each of them. Transactions are at arms length and due to the unique nature and inter-relationships of the charities concerned, there is an element of recharge between them to cover seasonal and common activities and events.

The following amounts were recognised as an expense in the year in respect of bad debts due from related parties. Note 12 to the financial statements provides additional information in relation to the write offs of irrecoverable balances.

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Peterborough Winter Sports Club | 482,579 | - |
| Cardiff Winter Sports Club | 123,419 | - |
| Gillingham Winter Sports Club Limited | (85,484) | - |
| | 520,514 | - |

**20 Related party transactions** **(Continued)**

**Additional related party disclosures**

The following balances were owed by related parties as at 31 December 2023:

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Planet Ice (Bristol) Limited | 865,004 | Nil |
| Planet Ice (Gosport) Limited | 583,213 | 286,714 |
| Planet Ice (Hemel Hempstead) Limited | 335,435 | 4,000 |
| Planet Ice (Milton Keynes) Limited | 500,870 | 21,660 |
| Planet Ice (Peterborough) Limited | 207,043 | 66,332 |
| Silverblades Ice Rink Company (Gillingham) Limited | 549,279 | 405,078 |
| Silverblades Ice Rink Company (Altrincham) Limited | 2,588 | Nil |

The following balances were owed to related parties as at 31 December 2023:

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Planet Ice (Gosport) Limited | 5,750 | Nil |
| Planet Ice (Hemel Hempstead) Limited | Nil | Nil |
| Planet Ice (Milton Keynes) Limited | 12,000 | Nil |
| Planet Ice (Peterborough) Limited | 3,550 | Nil |
| Silverblades Ice Rink Company (Altrincham) Limited | 5,235 | Nil |

During the year licence fees were charged by the following related parties:

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Planet Ice (Bristol) Limited | 795,000 | 469,600 |
| Planet Ice (Gosport) Limited | 304,750 | 290,030 |
| Planet Ice (Hemel Hempstead) Limited | 349,800 | 339,031 |
| Planet Ice (Milton Keynes) Limited | 636,000 | 616,420 |
| Planet Ice (Peterborough) Limited | 188,150 | 184,600 |
| Silverblades Ice Rink Company (Gillingham) Limited | 466,300 | 471,200 |
| Silverblades Ice Rink Company (Altrincham) Limited | 353,062 | 345,989 |

The charity has licences, in respect of the Ice Rinks, granted by the companies listed above.

During the year the charity was charged £101,400 in relation to utility costs by Planet Ice (Hemel Hempstead) Limited. Included in accruals (note 17) is £155,338 in relation to these costs.

The charity operates the rinks under the brand name of "Planet Ice" and Silverblades Ice Rink Company. There is a review of the use of the intellectual property in relation to the name. It is anticipated that a payment will be made for both the historical and future use. There is currently no reliable estimate of the charge due and no provision has been made in the accounts.

All of the companies are owned and controlled by Mr M Petrouis.

**21 Company limited by guarantee**

The company is limited by guarantee, each member having undertaken to contribute such amounts not exceeding one pound as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are 5 members of the company.

| **22 Cash generated from operations** | **2023** | **2022** |
|---|---|---|
| | **£** | **£** |
| Surplus for the year | 1,576,623 | 2,550,203 |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (39,760) | - |
| Depreciation and impairment of tangible fixed assets | 20,296 | 15,806 |
| Movements in working capital: | | |
| Decrease/(increase) in stocks | 20,320 | (29,381) |
| (Increase) in debtors | (1,948,610) | (2,915) |
| Increase in creditors | 40,662 | 254,755 |
| **Cash (absorbed by)/generated from operations** | (330,469) | 2,788,468 |

**23 Analysis of changes in net funds**

The charity had no material debt during the year.

**BISON IN THE COMMUNITY**

England & Wales - Charity number 1149297

# Accounts

# BISON IN THE COMMUNITY LIMITED

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

## *FOR THE YEAR ENDED 31 DECEMBER 2022*

The trustees present their annual report and financial statements for the year ended 31 December 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note  to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 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 (FRS 102)" (effective 1 January 2019).

**Objectives and activities**

Our charity’s purposes as set out in the objects contained in the company’s memorandum of association are to:

The charity’s objects (‘Objects’) are specifically restricted to the following:

“For the benefit of the public in Hampshire, the Isle of Wight and the surrounding area by:

1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.

2) To advance in life and relieve needs of young people through:

(a) the provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;

(b) providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

3) to relieve the needs of people with disabilities as the trustees shall determine.

4) such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine.”

All business decisions are made having given reference to the objects of the charity.

**Ensuring our work delivers our aims**

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous twelve months. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

**The focus of our work**

Our main objectives for the period was the promotion and prevention of health, educational, recreational and sporting activities. The strategies we used to meet these objectives included:

- Providing a range of educational programmes aimed at people of all ages, genders, ethnicity, ability, sexuality or ability which account for the majority of facility use at our facilities.
- Focusing upon providing pathways from our educational programmes into regular participation in activities that promoted good health, social interaction and personal development
- Continue to focus on reducing energy usage across our facilities to limit the impact on the environment.
- Ensuring that the local community has access to leisure and health opportunities

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### *FOR THE YEAR ENDED 31 DECEMBER 2022*

**How our activities deliver public benefit**
Our main activities and who we engage with are described below. All our charitable activities focus on the provision of leisure, health, sports and educational activities and are undertaken to further our charitable purposes for the public benefit.

**Who used and benefited from our services?**
The members confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have regard to the Charity Commission's general guidance on public benefit and have used this information when devising our aims and objectives and planning future activities.

The Charity is committed to providing affordable leisure and recreational programmes for the communities it works with and will achieve this by robust management, allowing prices to be kept affordable, and by reinvesting in new and existing activities. The Charity recognises that in order to successfully deliver its objectives it must also provide a high-quality experience for each and every service user. The monitoring of this is achieved through the use of monthly independent mystery visits supported by a robust, transparent user engagement programme.

The Charity works with a range of other charities and community groups to extend its impact and benefit to the wider community. An example of this is the provision of free educational ice skating and ice hockey programmes and the provision for structured social interaction activities for young people undergoing “home schooling”.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### *FOR THE YEAR ENDED 31 DECEMBER 2022*

**Achievements and performance**

Trading conditions have been difficult, but the charity has managed its businesses well and has seen a steady income from its activities.

A few highlights of our performance and achievements are detailed below;

**Equity of Access**

- There is a membership programme which enables users to access one third of ice rinks in England at a discounted rate
- Support for local authority partners in delivering Council led initiatives at our centres.
- Proactive research into grant funding to support the provision of activities for disadvantaged groups.
- Provision of free educational programmes
- Subsidised access to our ice hockey and learn to skate programmes to ensure barriers relating to cost are minimised

**Disabled**

- Working with local disability groups across our operating area to run activities and sessions for various ages and ability levels.
- Provision of educational programmes aimed specifically at those who have learning or behavioural disabilities.

**Community**

- Working with various National Governing Bodies of sport to encourage people to either start, or return to, sports participation.
- We run open day’s offering free or very low-cost activities.
- Work with local charities assisting them with fund raising and making facilities available for their use.
- We have provided ice skating to the communities in which the rinks operate, as well as making facility hire available to amateur sports clubs, semi-professional ice hockey teams and athletes on the competitive skating pathway.

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

## *FOR THE YEAR ENDED 31 DECEMBER 2022*

**Financial review**

**Financial Management**

The executive management team prepare the annual operational budget for the charity and this is approved by the board of management prior to the commencement of the financial period.

The board of management receive monthly reports on the financial performance of the charity. These reports include an Income and expenditure statement and balance sheet, both compared to budget and last year for the month and year to date.

All funds are generated through receipts from customers or from funding provided by our local authority partners. Most funds are spent on subsidising participation in activities.

Expenditure of these funds supports the key community objectives of the charity and the continued investment in improved services and facilities for the community.

**Reserves Policy**

The Board have agreed a minimum cash reserves policy of two months' income to protect against poor trading conditions or unexpected expenses and is seeking to secure this level of reserves over the next trading period.

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

**Plans for future periods**

As a developing organisation, we strive to continue to deliver high quality community programmes and to develop and expand our programmes into new communities.

We also intend to increase our provision of programmes for groups identified as not normally participating in sport and healthy recreational activities such as ethnic minorities, young adults and people with a disability.

Development of new facilities is also an on-going focus - identifying new opportunities that meet the needs of the community and fulfil our charitable objectives.

There is an ongoing review of facility usage so that we can ensure we are providing the maximum benefit to the community and ensuring that we ensure the highest levels of participation possible.

**Structure, governance and management**

The charity is is controlled by its governing document, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Timothy Fife
Mr Darren Green
Mr Matthew Lloyd
Mr D McDermott
Mr Heath Rhodes

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

## *FOR THE YEAR ENDED 31 DECEMBER 2022*

**Recruitment and appointment of new Trustees**
In exercising its powers to nominate, appoint, re-appoint; elect, re-elect, approve and dismiss members, the members shall seek to ensure that the board comprises persons with a broad range of skills who are likely to contribute to the organisation's success.

**Board members Induction and training**
All new members joining the Board receive a full induction that is aimed at training them in their statutory responsibilities under charity and company law. The Induction will normally include:

- Meeting with the Chairman of the Board
- Tour of all facilities and an opportunity to meet staff
- Access to safeguarding training
- Receive copies of the Charity's rules
- Receive copies of strategy and business planning documents
- Receive copies of corporate policies and documents
- Receive an organisational structure and overview of the management process

**Risk Management**
The members of the Board have a duty to Identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board members confirm that the major risks to the charity have been reviewed and that systems or procedures have been established to manage those risks.

**Relationship between the Charity and related parties**
The Charity has a two-year licence granted by PI Property (Leisure) Limited to operate Planet Ice Arena Basingstoke (also known as Basingstoke Ice Rink), Planet Ice Arena Milton Keynes (also known as Milton Keynes Ice Rink), Planet Ice Hemel Hempstead (also known as Hemel Hempstead Ice Rink), Planet Ice Peterborough (also known as Peterborough Ice Rink), Planet Ice Gillingham (also known as Gillingham Ice Rink), Planet Ice Bristol (also known as Bristol Ice Rink) and Planet Ice Arena Gosport (also known as Gosport Ice Rink).

The Charity is affiliated, where required, to the National Governing Bodies for the sports it provides.

The Charity is the sole shareholder in BBIH Limited which is a trading arm set-up at the recommendation of the Charities Commission in order to operate the semi-professional ice hockey team based at Basingstoke Ice Rink. All profits from BBIH Limited are transferred to Bison in the Community to support its charitable work.

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

## *FOR THE YEAR ENDED 31 DECEMBER 2022*

**Statement of trustees responsibilities**

The trustees, who are also the directors of Bison in the Community Limited for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditor**

In accordance with the company's articles, a resolution proposing that Kinnaird Hill be reappointed as auditor of the company will be put at a General Meeting.

The trustees report was approved by the Board of Trustees.

.....
Mr Darren Green
**Trustee**

Date: .....

**BISON IN THE COMMUNITY**

England & Wales - Charity number 1149297

# Accounts

Charity registration number 1149297

Company registration number 07713846 (England and Wales)

# BISON IN THE COMMUNITY LIMITED

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 DECEMBER 2021

# BISON IN THE COMMUNITY LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | Mr Timothy Fife<br>Mr Darren Green<br>Mr Matthew Lloyd<br>Mr D McDermott<br>Mr Heath Rhodes |
| **Charity number** | 1149297 |
| **Company number** | 07713846 |
| **Principal address** | Muckley Corner House Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire<br>WS14 0BG |
| **Registered office** | Muckley Corner House Walsall Road<br>Muckley Corner<br>Lichfield<br>Staffordshire<br>WS14 0BG |
| **Auditor** | Kinnaird Hill<br>Brunel House<br>1 Archers Court<br>Huntingdon<br>Cambridgeshire<br>PE29 6XG |

# BISON IN THE COMMUNITY LIMITED

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# BISON IN THE COMMUNITY LIMITED

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

## *FOR THE YEAR ENDED 31 DECEMBER 2021*

The trustees present their annual report and financial statements for the year ended 31 December 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 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 (FRS 102)" (effective 1 January 2019).

**Objectives and activities**

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

The charity's objects ('Objects') are specifically restricted to the following:

"For the benefit of the public in Hampshire, the Isle of Wight and the surrounding area by:

1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.

2) To advance in life and relieve needs of young people through:

(a) the provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;

(b) providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

3) to relieve the needs of people with disabilities as the trustees shall determine.

4) such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine."

All business decisions are made having given reference to the objects of the charity.

**Ensuring our work delivers our aims**

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous twelve months. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

**The focus of our work**

Our main objectives for the period was the promotion and prevention of health, educational, recreational and sporting activities. The strategies we used to meet these objectives included:

- Providing a range of educational programmes aimed at people of all ages, genders, ethnicity, ability, sexuality or ability which account for the majority of facility use at our facilities.
- Focusing upon providing pathways from our educational programmes into regular participation in activities that promoted good health, social interaction and personal development
- Provide educational opportunities for young people in the communities we work in through the introduction of apprenticeships.
- Continue to focus on reducing energy usage across our facilities to limit the impact on the environment.

**How our activities deliver public benefit**
Our main activities and who we engage with are described below. All our charitable activities focus on the provision of leisure, health, sports and educational activities and are undertaken to further our charitable purposes for the public benefit.

**Who used and benefited from our services?**
The members confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have regard to the Charity Commission's general guidance on public benefit and have used this information when devising our aims and objectives and planning future activities.

The Charity is committed to providing affordable leisure and recreational programmes for the communities it works with and will achieve this by robust management, allowing prices to be kept affordable, and by reinvesting in new and existing activities. The Charity recognises that in order to successfully deliver its objectives it must also provide a high-quality experience for each and every service user. The monitoring of this is achieved through the use of monthly independent mystery visits supported by a robust, transparent user engagement programme.

The Charity works with a range of other charities and community groups to extend its impact and benefit to the wider community. An example of this is the provision of free educational ice skating and ice hockey programmes and the provision for structured social interaction activities for young people undergoing "home schooling".

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

**Achievements and performance**

Trading conditions have been difficult, but the charity has managed its businesses well and has seen a steady income from its activities.

Trading conditions have continued to be difficult, but the charity has managed its businesses well and has seen a steady income from its activities whilst open.

During lockdown the charity received financial support from several sources including local government, Sport England and the British Film Institute.

When possible, during COVID, we opened our facilities for permitted activities and do so following the government COVID secure guidelines.

The charity made use of the government Furlough scheme which enabled the charity to retain and support its staff, where feasible, during the pandemic.

Over the past twelve months we have transferred Gillingham Ice Rink, Peterborough Ice Rink, Milton Keynes Ice Rink and Hemel Hempstead ice rink from other operators and have also undertaken to operate the new ice rink in Bristol.

A few highlights of our performance and achievements are detailed below;

**Equity of Access**

- There is a membership programme which enables users to access one third of ice rinks in England at a discounted rate
- Support for local authority partners in delivering Council led initiatives at our centres.
- Proactive research into grant funding to support the provision of activities for disadvantaged groups.
- Provision of free educational programmes
- Subsidised access to our ice hockey and learn to skate programmes to ensure barriers relating to cost are minimised

**Disabled**

- Working with local disability groups across our operating area to run activities and sessions for various ages and ability levels.
- Provision of educational programmes aimed specifically at those who have learning or behavioural disabilities.

**Community**

- Working with various National Governing Bodies of sport to encourage people to either start, or return to, sports participation.
- We run open day's offering free or very low-cost activities.
- Work with local charities assisting them with fund raising and making facilities available for their use.
- We have provided ice skating to the communities in which the rinks operate, as well as making facility hire available to amateur sports clubs, semi-professional Ice hockey teams and athletes on the competitive skating pathway.

**Financial review**

**Financial Management**

The executive management team prepare the annual operational budget for the charity and this is approved by the board of management prior to the commencement of the financial period.

The board of management receive monthly reports on the financial performance of the charity. These reports include an Income and expenditure statement and balance sheet, both compared to budget and last year for the month and year to date.

All funds are generated through receipts from customers or from funding provided by our local authority partners. Most funds are spent on subsidising participation in activities.

Expenditure of these funds supports the key community objectives of the charity and the continued investment in improved services and facilities for the community.

**Reserves Policy**

The Board have agreed a minimum cash reserves policy of two months' income to protect against poor trading conditions or unexpected expenses and is seeking to secure this level of reserves over the next trading period.

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

**Plans for future periods**

As a developing organisation, we strive to continue to deliver high quality community programmes and to develop and expand our programmes into new communities.

We also intend to increase our provision of programmes for groups identified as not normally participating in sport and healthy recreational activities such as ethnic minorities, young adults and people with a disability.

Development of new facilities is also an on-going focus - identifying new opportunities that meet the needs of the community and fulfil our charitable objectives.

There will be a thorough review of facility usage so that we can ensure we are providing the maximum benefit to the community and ensuring that we ensure the highest levels of participation possible.

**Structure, governance and management**

The charity is is controlled by its governing document, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Timothy Fife
Mr Darren Green
Mr Matthew Lloyd
Mr D McDermott
Mr Heath Rhodes

**Recruitment and appointment of new Trustees**
In exercising its powers to nominate, appoint, reappoint; elect, re-elect, approve and dismiss members, the members shall seek to ensure that the board comprises persons with a broad range of skills who are likely to contribute to the organisation's success.

**Board members Induction and training**
All new members joining the Board receive a full induction that is aimed at training them in their statutory responsibilities under charity and company law. The Induction will normally include:

- Meeting with the Chairman of the Board
- Tour of all facilities and an opportunity to meet staff
- Access to safeguarding training
- Receive copies of the Charity's rules
- Receive copies of strategy and business planning documents
- Receive copies of corporate policies and documents
- Receive an organisational structure and overview of the management process

**Risk Management**
The members of the Board have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board members confirm that the major risks to the charity have been reviewed and that systems or procedures have been established to manage those risks.

**Relationship between the Charity and related parties**
The Charity has a two-year licence granted by PI Property (Leisure) Limited to operate Planet Ice Arena Basingstoke (also known as Basingstoke Ice Rink), Planet Ice Arena Milton Keynes (also known as Milton Keynes Ice Rink), Planet Ice Hemel Hempstead (also known as Hemel Hempstead Ice Rink), Planet Ice Peterborough (also known as Peterborough Ice Rink), Planet Ice Gillingham (also known as Gillingham Ice Rink), Planet Ice Bristol (also known as Bristol Ice Rink) and Planet Ice Arena Gosport (also known as Gosport Ice Rink).

The Charity is affiliated, where required, to the National Governing Bodies for the sports it provides.

The Charity is the sole shareholder in BBIH Limited which is a trading arm set-up at the recommendation of the Charities Commission in order to operate the semi-professional ice hockey team based at Basingstoke Ice Rink. All profits from BBIH Limited are transferred to Bison in the Community to support its charitable work.

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### *FOR THE YEAR ENDED 31 DECEMBER 2021*

**Statement of trustees responsibilities**

The trustees, who are also the directors of Bison in the Community Limited for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditor**

In accordance with the company's articles, a resolution proposing that Kinnaird Hill be reappointed as auditor of the company will be put at a General Meeting.

The trustees report was approved by the Board of Trustees.

D Green

Mr Darren Green
**Trustee**

1 December 2022

# BISON IN THE COMMUNITY LIMITED

## INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF BISON IN THE COMMUNITY LIMITED

### Opinion

We have audited the financial statements of Bison in the Community Limited (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

**Identifying and assessing risks related to irregularities**

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee, discussions within our audit team planning meeting, updating our records of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with the Trustee and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011.

**Audit response to risks identified**

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's minutes of meetings to identify potential misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates give rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed the non-compliance with laws and regulations is from the events and transactions in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)
## TO THE TRUSTEES OF BISON IN THE COMMUNITY LIMITED

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. 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.

Kinnaird Hill

**Nita Elizabeth Hutchcraft FCCA (Senior Statutory Auditor)**
**for and on behalf of Kinnaird Hill**

1 December 2022

**Chartered Certified Accountants**
**Statutory Auditor**

Brunel House
1 Archers Court
Huntingdon
Cambridgeshire
PE29 6XG

Kinnaird Hill is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

# BISON IN THE COMMUNITY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

### *FOR THE YEAR ENDED 31 DECEMBER 2021*

| | Notes | Unrestricted funds 2021 £ | Unrestricted funds 2020 £ |
|---|---|---|---|
| **Income and endowments from:** | | | |
| Donations and legacies | 3 | 108,018 | 250,488 |
| Charitable activities | 4 | 5,878,619 | 1,242,387 |
| Other income | 5 | 70,572 | 25,143 |
| **Total income** | | 6,057,209 | 1,518,018 |
| **Expenditure on:** | | | |
| Charitable activities | 6 | 4,535,770 | 1,515,539 |
| **Net income for the year/ Net movement in funds** | | 1,521,439 | 2,479 |
| Fund balances at 1 January 2021 | | 22,143 | 19,664 |
| **Fund balances at 31 December 2021** | | 1,543,582 | 22,143 |

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 13 to 20 form part of these financial statements.

# BISON IN THE COMMUNITY LIMITED

## BALANCE SHEET

### *AS AT 31 DECEMBER 2021*

| | Notes | 2021 £ | £ | 2020 £ | £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 9 | | 66,448 | | 53,144 |
| **Current assets** | | | | | |
| Stocks | 11 | 48,495 | | 5,595 | |
| Debtors | 12 | 1,746,173 | | 570,435 | |
| Cash at bank and in hand | | 941,033 | | 28,586 | |
| | | 2,735,701 | | 604,616 | |
| **Creditors: amounts falling due within one year** | 13 | (1,258,567) | | (635,617) | |
| Net current assets/(liabilities) | | | 1,477,134 | | (31,001) |
| **Total assets less current liabilities** | | | 1,543,582 | | 22,143 |
| **Income funds** | | | | | |
| Unrestricted funds | | | 1,543,582 | | 22,143 |
| | | | 1,543,582 | | 22,143 |

The notes on pages 13 to 20 form part of these financial statements.

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 1 December 2022

D Green

Mr Darren Green
**Trustee**

**Company registration number 07713846**

# BISON IN THE COMMUNITY LIMITED

## STATEMENT OF CASH FLOWS

### *FOR THE YEAR ENDED 31 DECEMBER 2021*

| | Notes | 2021 £ | 2021 £ | 2020 £ | 2020 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash generated from/(absorbed by) operations | 16 | | 934,036 | | (2,339) |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (21,589) | | (3,306) | |
| **Net cash used in investing activities** | | | (21,589) | | (3,306) |
| **Net cash used in financing activities** | | | - | | - |
| **Net increase/(decrease) in cash and cash equivalents** | | | 912,447 | | (5,645) |
| Cash and cash equivalents at beginning of year | | | 28,586 | | 34,231 |
| **Cash and cash equivalents at end of year** | | | 941,033 | | 28,586 |

The notes on pages 13 to 20 form part of these financial statements.

## 1 Accounting policies

### Charity information

Bison in the Community Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Muckley Corner House Walsall Road, Muckley Corner, Lichfield, Staffordshire, WS14 0BG.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

**1 Accounting policies** **(Continued)**

**1.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|---|---|
| Plant and equipment | 15% reducing balance |
| Fixtures and fittings | 15% reducing balance |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.8 Stocks**

Stocks are stated at the lower of cost and estimated selling price.

**1.9 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

**1.10 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**1 Accounting policies** **(Continued)**

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.11 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**3 Donations and legacies**

| | Unrestricted funds | Unrestricted funds |
|---|---|---|
| | **2021** | 2020 |
| | **£** | £ |
| Grants received | 108,018 | 250,488 |

## 4 Charitable activities

| | Community Facility Hire 2021 | Educational Programs 2021 | Leisure and Recreational Activities 2021 | Miscellaneous Income 2021 | Total 2021 | Total 2020 |
|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ |
| Sales within charitable activities | 585,104 | 1,186,574 | 3,264,546 | 842,395 | 5,878,619 | 1,242,387 |

**For the year ended 31 December 2020**

| | Community Facility Hire | Educational Programs | Leisure and Recreational Activities | Miscellaneous Income | Total 2020 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Sales within charitable activities | 163,950 | 321,280 | 635,702 | 121,455 | 1,242,387 |
| Analysis by fund | | | | | |
| Unrestricted funds | 163,950 | 321,280 | 635,702 | 121,455 | 1,242,387 |

## 5 Other income

| | Unrestricted funds 2021 | Unrestricted funds 2020 |
|---|---|---|
| | £ | £ |
| Other income | 60,711 | 14,709 |
| Rental income | 9,861 | 10,434 |
| | 70,572 | 25,143 |

## 6 Charitable activities

| | Direct Costs 2021 | Depreciation 2021 | Running Costs 2021 | Support Costs 2021 | Total 2021 | Total 2020 |
|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ |
| Staff costs | 586,948 | - | - | - | 586,948 | 421,878 |
| Depreciation and impairment | - | 8,284 | - | - | 8,284 | 9,341 |
| Direct costs | 684,336 | - | - | - | 684,336 | 594,898 |
| Rates | - | - | 142,573 | - | 142,573 | 22,042 |
| Light and heat | - | - | 677,534 | - | 677,534 | 212,813 |
| Postage and stationery | - | - | 12,060 | - | 12,060 | 2,586 |
| Telecommunications | - | - | 25,716 | - | 25,716 | 9,396 |
| Travel expenses | - | - | 9,466 | - | 9,466 | 811 |
| Rent | - | - | 1,744,601 | - | 1,744,601 | 16,012 |
| Management charge | - | - | 339,425 | - | 339,425 | 8,154 |
| | 1,271,284 | 8,284 | 2,951,375 | - | 4,230,943 | 1,297,931 |
| Share of support costs (see note ) | - | 192,914 | - | 71,657 | 264,571 | 198,430 |
| Share of governance costs (see note ) | - | - | - | 40,256 | 40,256 | 19,178 |
| | 1,271,284 | 201,198 | 2,951,375 | 111,913 | 4,535,770 | 1,515,539 |

## 6 Charitable activities (Continued)

**For the year ended 31 December 2020**

| | Direct Costs | Depreciation | Running Costs | Support Costs | Total 2020 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Staff costs | 421,878 | - | - | - | 421,878 |
| Depreciation and impairment | - | 9,341 | - | - | 9,341 |
| Direct costs | 594,898 | - | - | - | 594,898 |
| Rates | - | - | 22,042 | - | 22,042 |
| Light and heat | - | - | 212,813 | - | 212,813 |
| Postage and stationery | - | - | 2,586 | - | 2,586 |
| Telecommunications | - | - | 9,396 | - | 9,396 |
| Travel expenses | - | - | 811 | - | 811 |
| Rent | - | - | 16,012 | - | 16,012 |
| Management charge | - | - | 8,154 | - | 8,154 |
| | 1,016,776 | 9,341 | 271,814 | - | 1,297,931 |
| Share of support costs (see note ) | - | 185,554 | - | 12,876 | 198,430 |
| Share of governance costs (see note ) | - | - | - | 19,178 | 19,178 |
| | 1,016,776 | 194,895 | 271,814 | 32,054 | 1,515,539 |
| **Analysis by fund** | | | | | |
| Unrestricted funds | 1,016,776 | 194,895 | 271,814 | 32,054 | 1,515,539 |

## 7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

## 8 Employees

The average monthly number of employees during the year was:

| | 2021 Number | 2020 Number |
|---|---|---|
| Employees | 156 | 49 |

| **Employment costs** | 2021 £ | 2020 £ |
|---|---|---|
| Wages and salaries | 586,948 | 421,878 |

There were no employees whose annual remuneration was more than £60,000.

## 9 Tangible fixed assets

| | Plant and equipment | Fixtures and fittings | Total |
|---|---|---|---|
| | £ | £ | £ |
| **Cost** | | | |
| At 1 January 2021 | 98,818 | - | 98,818 |
| Additions | 20,697 | 892 | 21,589 |
| At 31 December 2021 | 119,515 | 892 | 120,407 |
| **Depreciation and impairment** | | | |
| At 1 January 2021 | 45,674 | - | 45,674 |
| Depreciation charged in the year | 8,218 | 67 | 8,285 |
| At 31 December 2021 | 53,892 | 67 | 53,959 |
| **Carrying amount** | | | |
| At 31 December 2021 | 65,623 | 825 | 66,448 |
| At 31 December 2020 | 53,144 | - | 53,144 |

## 10 Subsidiaries

Details of the charity's subsidiaries at 31 December 2021 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct | Indirect |
|---|---|---|---|---|---|
| BBIH Limited | England | Ice hockey sports team | Ordinary | 100.00 | |

The investment is held at nil value in the financial statements.

## 11 Stocks

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Finished goods | 48,495 | 5,595 |

## 12 Debtors

| | 2021 | 2020 |
|---|---|---|
| **Amounts falling due within one year:** | £ | £ |
| Trade debtors | 122,974 | 106,181 |
| Other debtors | 1,604,243 | 412,229 |
| Prepayments and accrued income | 18,956 | 52,025 |
| | 1,746,173 | 570,435 |

## 13 Creditors: amounts falling due within one year

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Trade creditors | 683,849 | 299,288 |
| Other creditors | 274,091 | 293,434 |
| Accruals and deferred income | 300,627 | 42,895 |
| | 1,258,567 | 635,617 |

## 14 Related party transactions

As at 31 December 2021, £227,592 was owed by Peterborough Winter Sports Club (2020: £131,843 owed to).

As at 31 December 2021, £0 was owed to Staffordshire Winter Sports Club (2020: £25,837).

As at 31 December 2021, £56,434 was owed by West Midlands Winter Sports Club (2020: £6,289)

The Charities are deemed to be related because Mr. Green, Mr. Rhodes, Mr. Fife and Mr. McDermott are trustees of each of them. Transactions are at arms length and due to the unique nature and inter-relationship of the charities concerned, there is an element of recharge between them to cover seasonal and common activities and events.

## 15 Company limited by guarantee

The company is limited by guarantee, each member having undertaken to contribute such amounts not exceeding one pound as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are 5 members of the company.

## 16 Cash generated from operations

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Surplus for the year | 1,521,439 | 2,479 |
| Adjustments for: | | |
| Depreciation and impairment of tangible fixed assets | 8,285 | 9,342 |
| Movements in working capital: | | |
| (Increase)/decrease in stocks | (42,900) | 11,740 |
| (Increase)/decrease in debtors | (1,175,738) | 66,412 |
| Increase/(decrease) in creditors | 622,950 | (92,312) |
| **Cash generated from/(absorbed by) operations** | 934,036 | (2,339) |

## 17 Analysis of changes in net funds

The charity had no debt during the year.

**BISON IN THE COMMUNITY**

England & Wales - Charity number 1149297

# Accounts

**REGISTERED COMPANY NUMBER: 07713846 (England and Wales)**
**REGISTERED CHARITY NUMBER: 1149297**

# Report of the Trustees and

# Financial Statements for the Year Ended 31 December 2020

# for

# Bison in the Community Limited

Haines Watts
Sterling House
97 Lichfield Street
Tamworth
Staffordshire
B79 7QF

Contents of the Financial Statements
for the Year Ended 31 December 2020


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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

**OBJECTIVES AND ACTIVITIES**

**OUR AIMS AND OBJECTIVES**

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

The charity's objects ('Objects') are specifically restricted to the following:

"For the benefit of the public in Hampshire, the Isle of Wight and the surrounding area by:

1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.

2) To advance in life and relieve needs of young people through:
(a) the provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;
(b) providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

3) to relieve the needs of people with disabilities as the trustees shall determine.

4) such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine."

All business decisions are made having given reference to the objects of the charity.

ENSURING OUR WORK DELIVERS OUR AIMS

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous twelve months. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

## OBJECTIVES AND ACTIVITIES

### THE FOCUS OF OUR WORK

Our main objectives for the period was the promotion and prevention of health, educational, recreational and sporting activities. The strategies we used to meet these objectives included:

o Providing a range of educational programmes aimed at people of all ages, genders, ethnicity, sexuality or ability which account for the majority of facility use at our facilities.

o Focusing upon providing pathways from our educational programmes into regular participation in activities that promoted good health, social interaction and personal development.

o Provide educational opportunities for young people in the communities we work in through the introduction of apprenticeships.

o Continue to focus on reducing energy usage across our facilities to limit the impact on the environment.

### HOW OUR ACTIVITIES DELIVER PUBLIC BENEFIT

Our main activities and who we engage with are described below. All our charitable activities focus on the provision of leisure, health, sports and educational activities and are undertaken to further our charitable purposes for the public benefit.

WHO USED AND BENEFITED FROM OUR SERVICES?

The members confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have regard to the Charity Commission's general guidance on public benefit and have used this information when devising our aims and objectives and planning future activities.

The Charity is committed to providing affordable leisure and recreational programmes for the communities it works with and will achieve this by robust management, allowing prices to be kept affordable, and by reinvesting in new and existing activities. The Charity recognises that in order to successfully deliver its objectives it must also provide a high quality experience for each and every service user. The monitoring of this is achieved through the use of monthly independent mystery visits supported by a robust, transparent user engagement programme.

The Charity works with a range of other charities and community groups to extend its impact and benefit to the wider community. An example of this is the provision of free educational ice skating and ice hockey programmes and the provision for structured social interaction activities for young people undergoing "home schooling".

## ACHIEVEMENT AND PERFORMANCE

**Charitable activities**

As a result of the COVID-19 Pandemic, 2020 has been a particularly challenging year. As a result, income has been dramatically reduced, however we have been able to access support through the Job Retention Scheme and Government grants in order to remain viable.

## FINANCIAL REVIEW

### RESERVES POLICY

The Board have agreed a minimum cash reserves policy of two months' income to protect against poor trading conditions or unexpected expenses and is seeking to secure this level of reserves over the next trading period.

## FINANCIAL REVIEW

**Going concern**

The financial statements have been prepared on a going concern basis. The trustees continue to monitor the current COVID-19 updates as they emerge and will continue to action plans accordingly as further details covering charitable business support, grants and other support measures are introduced by the government. Available grants and government initiatives, together with continued partner support currently cover day to day costs and management are confident that the charity remains a going concern.

## PLANS FOR FUTURE PERIODS

As a developing organisation, we strive to continue to deliver high quality community programmes and to develop and expand our programmes into new communities.

We also intend to increase our provision of programmes for groups identified as not normally participating in sport and healthy recreational activities such as ethnic minorities, young adults and people with a disability.

Development of new facilities is also an on-going focus - identifying new opportunities that meet the needs of the community and fulfil our charitable objectives.

There will be a thorough review of facility usage so that we can ensure we are providing the maximum benefit to the community and ensuring that we ensure the highest levels of participation possible.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

**Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**Recruitment and appointment of new trustees**

In exercising its powers to nominate, appoint, reappoint; elect, re-elect, approve and dismiss members, the members shall seek to ensure that the board comprises persons with a broad range of skills who are likely to contribute to the organisation's success.

## BOARD MEMBERS INDUCTION AND TRAINING

All new members joining the Board receive a full induction that is aimed at training them in their statutory responsibilities under charity and company law. The Induction will normally include:

- o Meeting with the Chairman of the Board
- o Tour of all facilities and an opportunity to meet staff
- o Access to safeguarding training
- o Receive copies of the Charity's rules
- o Receive copies of strategy and business planning documents
- o Receive copies of corporate policies and documents
- o Receive an organisational structure and overview of the management process

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### RELATIONSHIP BETWEEN THE CHARITY AND SUPPORTING PARTIES

The Charity has a two-year licence granted by PI Property (Leisure) Limited to operate Planet Ice Arena Basingstoke (also known as Basingstoke Ice Rink) and Planet Ice Arena Gosport (also known as Gosport Ice Rink).

The Charity is affiliated, where required, to the National Governing Bodies for the sports it provides.

The Charity is the sole shareholder in BBIH Limited which is a trading arm set-up at the recommendation of the Charities Commission in order to operate the semi-professional ice hockey team based at Basingstoke Ice Rink. All profits from BBIH Limited are transferred to Bison in the Community to support its charitable work.

### RISK MANAGEMENT

The members of the Board have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board members confirm that the major risks to the charity have been reviewed and that systems or procedures have been established to manage those risks.

### REFERENCE AND ADMINISTRATIVE DETAILS

**Registered Company number**
07713846 (England and Wales)

**Registered Charity number**
1149297

**Registered office**
Muckley Corner House
Walsall Road
Lichfield
WS14 0BG

**Trustees**
T Fife Accountant
D J Green Accountant
M Lloyd Director
D McDermott Manager
H S D Rhodes Director

**Auditors**
Haines Watts
Sterling House
97 Lichfield Street
Tamworth
Staffordshire
B79 7QF

## REFERENCE AND ADMINISTRATIVE DETAILS

**Charity Bankers**
Handelsbanken
Island Reach
Festival Park
Festival Way
Stoke-on-Trent
ST1 5BJ

## COMMENCEMENT OF ACTIVITIES

The company became a registered charity on 11 October 2012.

## TRUSTEES' RESPONSIBILITY STATEMENT

The trustees (who are also the directors of Bison in the Community Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charity SORP; make judgements and estimates that are reasonable and prudent; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit Information and to establish that the charitable company's auditors are aware of that information.

## AUDITORS

The auditors, Haines Watts, reappointed in the year, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 30 September 2021 and signed on its behalf by:

D Green

D J Green - Trustee

**Opinion**
We have audited the financial statements of Bison in the Community Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

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

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

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

**Other information**
The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

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

**Opinions on other matters prescribed by the Companies Act 2006**

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

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

**Matters on which we are required to report by exception**

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Our responsibilities for the audit of the financial statements**

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

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- results of our enquiries of management about their own identification and assessment of the risks and irregularities
- any matters we identified having obtained an understanding of the company policies and procedures relating to identifying, evaluating and complying with laws and regulations and whether they are aware of any instances of non-compliance
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
- the internal controls set up to mitigate risks of fraud or non-compliance with laws and regulations
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.
- obtaining an understanding of the legal and regulatory framework that the company operates in, focusing on those laws and regulations that had a direct effect on the financial statements, including UK Companies Act 2006, pensions and tax legislation
- provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid material penalty. These include the adherence to strict safety standards and the observance of the provisions and objectives of the charitable status, working in the best interest of the public in Hampshire, the Isle of Wight and surrounding areas for the promotion of community participation in healthy recreation through sport and physical fitness.

As a result of performing the above, we did not identify any key audit matters related to the potential risk of fraud or non-compliance with laws and regulations.

Audit response to risks identified

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements
- enquiring of management concerning actual and potential legal action and claims
- carrying out analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- considering performance targets and their influence on efforts made by management to manage earnings

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Butler BA FCA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Sterling House
97 Lichfield Street
Tamworth
Staffordshire
B79 7QF

30 September 2021

Bison in the Community Limited

Statement of Financial Activities
for the Year Ended 31 December 2020

| | Notes | 31.12.20 Unrestricted fund £ | 31.12.19 Total funds £ |
|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM** | | | |
| Donations and legacies | 2 | 250,488 | - |
| **Charitable activities** | 3 | | |
| Leisure activities | | 1,242,387 | 2,095,460 |
| Other income | | 25,143 | 43,725 |
| **Total** | | 1,518,018 | 2,139,185 |
| **EXPENDITURE ON** | | | |
| **Charitable activities** | 4 | | |
| Leisure activities | | 1,515,539 | 2,135,981 |
| **NET INCOME** | | 2,479 | 3,204 |
| **RECONCILIATION OF FUNDS** | | | |
| **Total funds brought forward** | | 19,664 | 16,460 |
| **TOTAL FUNDS CARRIED FORWARD** | | 22,143 | 19,664 |

The notes form part of these financial statements

Bison in the Community Limited

Statement of Financial Position
31 December 2020

| | Notes | 31.12.20 Unrestricted fund £ | 31.12.19 Total funds £ |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 12 | 53,144 | 59,180 |
| **CURRENT ASSETS** | | | |
| Stocks | 14 | 5,595 | 17,335 |
| Debtors | 15 | 570,435 | 636,847 |
| Cash at bank and in hand | | 28,586 | 34,231 |
| | | 604,616 | 688,413 |
| **CREDITORS** | | | |
| Amounts falling due within one year | 16 | (635,617) | (727,929) |
| **NET CURRENT ASSETS** | | (31,001) | (39,516) |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | 22,143 | 19,664 |
| **NET ASSETS/(LIABILITIES)** | | 22,143 | 19,664 |
| **FUNDS** | 17 | | |
| Unrestricted funds | | 22,143 | 19,664 |
| **TOTAL FUNDS** | | 22,143 | 19,664 |

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 30 September 2021 and were signed on its behalf by:

D Green

D J Green - Trustee

The notes form part of these financial statements

Bison in the Community Limited

Statement of Cash Flows
for the Year Ended 31 December 2020

| | Notes | 31.12.20 £ | 31.12.19 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Cash generated from operations | 1 | (2,339) | (30,033) |
| Net cash used in operating activities | | (2,339) | (30,033) |
| **Cash flows from investing activities** | | | |
| Purchase of tangible fixed assets | | (3,306) | (460) |
| Net cash used in investing activities | | (3,306) | (460) |
| **Change in cash and cash equivalents in the reporting period** | | (5,645) | (30,493) |
| **Cash and cash equivalents at the beginning of the reporting period** | | 34,231 | 64,724 |
| **Cash and cash equivalents at the end of the reporting period** | | 28,586 | 34,231 |

The notes form part of these financial statements

Notes to the Statement of Cash Flows
for the Year Ended 31 December 2020

## 1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 31.12.20 £ | 31.12.19 £ |
|---|---|---|
| **Net income for the reporting period (as per the Statement of Financial Activities)** | 2,479 | 3,204 |
| **Adjustments for:** | | |
| Depreciation charges | 9,342 | 11,146 |
| Decrease in stocks | 11,740 | 1,600 |
| Decrease in debtors | 66,412 | 73,807 |
| Decrease in creditors | (92,312) | (119,790) |
| **Net cash used in operations** | (2,339) | (30,033) |

## 2. ANALYSIS OF CHANGES IN NET FUNDS

| | At 1.1.20 £ | Cash flow £ | At 31.12.20 £ |
|---|---|---|---|
| **Net cash** | | | |
| Cash at bank and in hand | 34,231 | (5,645) | 28,586 |
| | 34,231 | (5,645) | 28,586 |
| **Total** | 34,231 | (5,645) | 28,586 |

The notes form part of these financial statements

## 1. ACCOUNTING POLICIES

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

The financial statements have been prepared on a going concern basis which assumes that the charitable company will continue to operate for the foreseeable future. The charitable company has been provided with ongoing assistance afforded by its supporting parties to ensure that it can continue to meet its primary objectives. In addition, not all events or conditions can be predicted with the event of COVID-19 pandemic, which has brought with it additional unprecedented levels of uncertainty and the inability to assess fully, therefore, the impact of that on not only the charitable company but also on the ability to fulfil its primary objectives, customers, and suppliers who help achieve those objectives. Budgets and cash flow projections compiled, as well as continued assistance afforded by supporting parties indicate that the charitable company has sufficient reserves to continue to provide the services that meet its primary objectives. The directors believe that support afforded, careful cash flow considerations and use of mitigating actions available, including furloughing of underutilised staff and other government incentives such as rates relief grant claims, is sufficient upon which to adopt the going concern basis.

**Critical accounting judgements and key sources of estimation uncertainty**
In the application of the companys accounting policies, which are described in this note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period.

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

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

**Tangible fixed assets**
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery - 15% on reducing balance



continued...

## 1. ACCOUNTING POLICIES - continued

**Tangible fixed assets**
Fixed assets are capitalised and included at cost, including any incidental costs of acquisition. Where appropriate, provision has been made for impairment in the value of tangible fixed assets.

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

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

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

**Pension costs and other post-retirement benefits**
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Short term debtors and creditors**
Trade and other debtors are recognised at the settlement amount due and repayments are valued at the amount prepaid.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.



continued...

## 2. DONATIONS AND LEGACIES

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Grants | 250,488 | - |

Grants received, included in the above, are as follows:

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Other grants | 250,488 | - |

## 3. INCOME FROM CHARITABLE ACTIVITIES

| | Activity | 31.12.20 | 31.12.19 |
|---|---|---|---|
| | | £ | £ |
| Community facility hire | Leisure activities | 163,950 | 284,288 |
| Educational programs | Leisure activities | 321,280 | 500,740 |
| Leisure and recreational activities | Leisure activities | 635,702 | 931,849 |
| Miscellaneous | Leisure activities | 121,455 | 378,583 |
| | | 1,242,387 | 2,095,460 |

## 4. CHARITABLE ACTIVITIES COSTS

| | Direct Costs | Support costs (see note 5) | Totals |
|---|---|---|---|
| | £ | £ | £ |
| Leisure activities | 1,280,747 | 234,792 | 1,515,539 |

## 5. SUPPORT COSTS

| | Management | Finance | Governance costs | Totals |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Leisure activities | 194,583 | 12,877 | 27,332 | 234,792 |



continued...

## 6. NET INCOME/(EXPENDITURE)

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

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Auditors' remuneration | 3,000 | 3,500 |
| Depreciation - owned assets | 9,342 | 11,146 |

## 7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits paid by the company for the year ended 31 December 2020 nor for the year ended 31 December 2019.

**Trustees' expenses**

There were no trustees' expenses paid by the company for the year ended 31 December 2020 nor for the year ended 31 December 2019.

## 8. STAFF COSTS

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 410,352 | 498,333 |
| Social security costs | 7,810 | 18,365 |
| Other pension costs | 3,717 | 5,207 |
| | 421,879 | 521,905 |

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

| | 31.12.20 | 31.12.19 |
|---|---|---|
| Employees | 49 | 62 |

No employees received emoluments in excess of £60,000.



continued...

## 9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

| | Unrestricted fund £ |
|---|---|
| **INCOME AND ENDOWMENTS FROM** | |
| **Charitable activities** | |
| Leisure activities | 2,095,460 |
| Other income | 43,725 |
| **Total** | 2,139,185 |
| **EXPENDITURE ON** | |
| **Charitable activities** | |
| Leisure activities | 2,135,981 |
| **NET INCOME** | 3,204 |
| **RECONCILIATION OF FUNDS** | |
| **Total funds brought forward** | 16,460 |
| **TOTAL FUNDS CARRIED FORWARD** | 19,664 |

## 10. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee and does not have a share capital.

## 11. GOVERNMENT GRANTS

Coronavirus Job Retention Scheme grant monies and rates relief received during the year are accounted for under the accruals basis and recognised in other operating income.

Other grants specifically in connection with COVID-19 are accounted for under the accruals basis and recognised in other operating income at the point conditions attaching to grant provision are met.



continued...

## 12. TANGIBLE FIXED ASSETS

| | Plant and machinery £ |
|---|---|
| **COST** | |
| At 1 January 2020 | 95,512 |
| Additions | 3,306 |
| At 31 December 2020 | 98,818 |
| **DEPRECIATION** | |
| At 1 January 2020 | 36,332 |
| Charge for year | 9,342 |
| At 31 December 2020 | 45,674 |
| **NET BOOK VALUE** | |
| At 31 December 2020 | 53,144 |
| At 31 December 2019 | 59,180 |

## 13. FIXED ASSET INVESTMENTS

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

**BBIH Limited**
Registered office: England & Wales
Nature of business: Ice hockey sports team

| Class of share: | % holding |
|---|---|
| Ordinary | 100 |

| | 31.3.20 £ | 31.3.19 £ |
|---|---|---|
| Aggregate capital and reserves | (155,393) | (157,647) |
| Profit/(loss) for the year | 2,254 | (26,818) |



continued...

## 14. STOCKS

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Finished goods | 5,595 | 17,335 |

## 15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Trade debtors | 106,181 | 86,994 |
| Other debtors | 382,909 | 457,213 |
| VAT | 29,320 | 39,459 |
| Prepayments | 52,025 | 53,181 |
| | 570,435 | 636,847 |

## 16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 31.12.20 | 31.12.19 |
|---|---|---|
| | £ | £ |
| Trade creditors | 299,288 | 269,987 |
| Social security and other taxes | 56,327 | 37,241 |
| Other creditors | 237,107 | 331,749 |
| Accrued expenses | 42,895 | 88,952 |
| | 635,617 | 727,929 |

## 17. MOVEMENT IN FUNDS

| | At 1.1.20 | Net movement in funds | At 31.12.20 |
|---|---|---|---|
| | £ | £ | £ |
| **Unrestricted funds** | | | |
| General fund | 19,664 | 2,479 | 22,143 |
| **TOTAL FUNDS** | 19,664 | 2,479 | 22,143 |

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

| | Incoming resources | Resources expended | Movement in funds |
|---|---|---|---|
| | £ | £ | £ |
| **Unrestricted funds** | | | |
| General fund | 1,518,018 | (1,515,539) | 2,479 |
| **TOTAL FUNDS** | 1,518,018 | (1,515,539) | 2,479 |



continued...

## 17. MOVEMENT IN FUNDS - continued

### Comparatives for movement in funds

| | At 1.1.19 £ | Net movement in funds £ | At 31.12.19 £ |
|---|---|---|---|
| **Unrestricted funds** | | | |
| General fund | 16,460 | 3,204 | 19,664 |
| **TOTAL FUNDS** | 16,460 | 3,204 | 19,664 |

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

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|---|---|---|---|
| **Unrestricted funds** | | | |
| General fund | 2,139,185 | (2,135,981) | 3,204 |
| **TOTAL FUNDS** | 2,139,185 | (2,135,981) | 3,204 |

A current year 12 months and prior year 12 months combined position is as follows:

| | At 1.1.19 £ | Net movement in funds £ | At 31.12.20 £ |
|---|---|---|---|
| **Unrestricted funds** | | | |
| General fund | 16,460 | 5,683 | 22,143 |
| **TOTAL FUNDS** | 16,460 | 5,683 | 22,143 |

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|---|---|---|---|
| **Unrestricted funds** | | | |
| General fund | 3,657,203 | (3,651,520) | 5,683 |
| **TOTAL FUNDS** | 3,657,203 | (3,651,520) | 5,683 |



continued...

## 18. RELATED PARTY DISCLOSURES

As at 31 December 2020 £131,843 was owed to Peterborough Winter Sports Club. (2019: £129,649)

As at 31 December 2020 £25,837 was owed to Staffordshire Winter Sports Club. (2019: £59,654)

As at 31 December 2020 £6,289 was owed by West Midlands Winter Sports Club. (2019: owed to £60,883)

The Charities are deemed to be related because Mr Green, Mr Rhodes, Mr Fife and Mr McDermott are trustees of each of them. Transactions are at arms-length and due to the unique nature and inter-relationship of the charities concerned there is an element of recharge between them to cover seasonal and common activities and events.

## 19. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee, each member having undertaken to contribute such amounts not exceeding one pound as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter.There are 5 members of the company.

Detailed Statement of Financial Activities
for the Year Ended 31 December 2020

| | 31.12.20<br>£ | 31.12.19<br>£ |
|---|---|---|
| **INCOME AND ENDOWMENTS** | | |
| **Donations and legacies** | | |
| Grants | 250,488 | - |
| **Charitable activities** | | |
| Community facility hire | 163,950 | 284,288 |
| Educational programs | 321,280 | 500,740 |
| Leisure and recreational activities | 635,702 | 931,849 |
| Miscellaneous | 121,455 | 378,583 |
| | 1,242,387 | 2,095,460 |
| **Other income** | | |
| Other income | 14,709 | 26,091 |
| Rental income | 10,434 | 17,634 |
| | 25,143 | 43,725 |
| **Total incoming resources** | 1,518,018 | 2,139,185 |
| **EXPENDITURE** | | |
| **Charitable activities** | | |
| Wages | 410,352 | 498,333 |
| Social security | 7,810 | 18,365 |
| Pensions | 3,717 | 5,207 |
| Rates and water | 22,042 | 14,119 |
| Light and heat | 212,813 | 252,091 |
| Telephone | 9,396 | 9,037 |
| Postage and stationery | 2,586 | 8,074 |
| D J costs | - | 2,115 |
| Teachers | 27,083 | 66,617 |
| Security | 2,562 | 12,645 |
| Licence fees | 486,030 | 635,925 |
| Rent | 16,012 | 39,790 |
| First aid | 312 | 801 |
| Travelling | 811 | 1,722 |
| Purchases | 79,221 | 209,652 |
| | 1,280,747 | 1,774,493 |
| **Support costs** | | |

Detailed Statement of Financial Activities
for the Year Ended 31 December 2020

| | 31.12.20 £ | 31.12.19 £ |
|---|---|---|
| **Support costs** | | |
| **Management** | | |
| Advertising | 5,727 | 21,707 |
| Sundries | 30,887 | 51,613 |
| Administration and support | 113,596 | 174,238 |
| Training | 59 | 1,091 |
| Repairs and renewals | 34,973 | 54,096 |
| Depn of plant & machinery | 9,341 | 11,147 |
| | 194,583 | 313,892 |
| **Finance** | | |
| Bank charges | 2,344 | 6,954 |
| Credit charges | 10,533 | 11,460 |
| | 12,877 | 18,414 |
| **Governance costs** | | |
| Auditors' remuneration | 3,000 | 3,500 |
| Accountancy fees | - | 1,747 |
| Legal fees | 16,178 | 23,935 |
| Management charges | 8,154 | - |
| | 27,332 | 29,182 |
| Total resources expended | 1,515,539 | 2,135,981 |
| **Net income** | 2,479 | 3,204 |