# LEISURE FOCUS TRUST

England & Wales · Charity number 1190095

## Details

| | |
|---|---|
| **Other names** | LEISURE FOCUS |
| **Status** | Registered |
| **Legal form** | CIO |
| **Registered** | 2020-06-24 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | c/o Windsor Leisure Centre<br>Stovell Road<br>Windsor<br>SL4 5JB |
| **Phone** | 01753778577 |
| **Email** | enquiries@leisurefocus.org.uk |
| **Website** | www.leisurefocus.org.uk |

## Activities

**Objects:** FOR THE PUBLIC BENEFIT TO:1 PROVIDE OR ASSIST IN THE PROVISION OF BOTH INDOOR AND OUTDOOR FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION OR OTHER LEISURE TIME OCCUPATION OF INDIVIDUALS WHO HAVE NEED OF SUCH BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, FINANCIAL HARDSHIP OR SOCIAL CIRCUMSTANCES WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE;2 PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATIONAL ACTIVITIES;3 PROVIDE OR ASSIST IN THE PROVISION OF COMMUNITY FACILITIES TO BE AVAILABLE TO ALL SECTIONS OF THE COMMUNITY WITHOUT DISTINCTION, INCLUDING USE FOR MEETINGS, LECTURES AND CLASSES AND/OR OTHER FORMS OF RECREATION AND LEISURE TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR ALL THOSE WHO USE THE FACILITIES;4 PURSUE SUCH OTHER CHARITABLE PURPOSES ANALOGOUS TO ANY OF THE ABOVE AS THE CHARITY TRUSTEES IN THEIR ABSOLUTE DISCRETION SHALL DETERMINE.

**Activities:** The centres operate as leisure centres offering a range of leisure and sporting activities including:SwimmingFitnessTennisIndoor sports activitiesOutdoor sports activitiesRecreational/leisure CentreEventsChildren's activitiesHealth and Beauty suiteFull services offered:Swimming Pool casual useSwimming Pool Hire for Club, Schools, Parties, GalasSwimming lessons

Downloaded from opencharities.uk/ew/1190095

## Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Recreation
- **Who:** The General Public/mankind

## Geography

- Windsor And Maidenhead

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £11,764,356 | £11,748,347 | £2,741,985 | 445 |
| 2024-03-31 | £10,495,357 | £10,227,823 | £1,270,217 | 413 |
| 2023-03-31 | £9,849,058 | £9,488,049 | £1,002,783 | 401 |
| 2022-03-31 | £7,941,538 | £7,332,789 | £852,117 | 355 |
| 2021-03-31 | £3,136,106 | £3,108,850 | £27,256 | 380 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| **Adrian Moorhouse** | Chair | 2021-01-03 |
| Christopher David Joyce | | 2021-01-03 |
| Nicola Dutton | | 2021-05-01 |
| Stuart Alexander Franks | | 2021-05-01 |
| TOBY JONATHAN WHEELER | | 2020-08-01 |

Downloaded from opencharities.uk/ew/1190095

**LEISURE FOCUS TRUST**

England & Wales - Charity number 1190095

# Accounts

Charity registration number 1190095 (England and Wales)

# LEISURE FOCUS TRUST

# GROUP ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 MARCH 2025

# LEISURE FOCUS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | Ms S J Anstiss<br>Mr T J Wheeler<br>Mrs N Dutton<br>Mr C Joyce<br>Mr S Franks |
| **Chair** | Mr A Moorehouse |
| **Charity number** | 1190095 |
| **Principal address** | Windsor Leisure Centre<br>Stovell Road<br>WINDSOR<br>SL4 5JB |
| **Auditor** | Craufurd Hale Audit Services Limited<br>C/O Craufurd Hale Group<br>Ground Floor, Arena Court<br>Crown Lane<br>MAIDENHEAD<br>SL6 8QZ |

# LEISURE FOCUS TRUST

## CONTENTS


| | Page |
|---|---|
| Trustees report | 1 - 11 |
| Independent auditor's report | 12 - 15 |
| Consolidated statement of financial activities | 16 |
| Group balance sheet | 17 |
| Charity balance sheet | 17 |
| Group statement of cash flows | 19 |
| Charity statement of cash flows | 19 |
| Notes to the financial statements | 21 - 37 |

# LEISURE FOCUS TRUST

## TRUSTEES REPORT

## *FOR THE YEAR ENDED 31 MARCH 2025*

The trustees present their annual report and financial statements for the year ended 31 March 2025.

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 Charities Act 2011 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)".

**Objectives and activities**

The charity's objects are as follows:
•To ensure the safety of all visitors and staff that use our sites
•To communicate with local stakeholders and engage all members of our local community into an active lifestyle
•To increase visitor numbers year on year through innovative programming
•To manage the council's assets to maximise the benefits of services

**Our missions and values**

**Our mission**

To provide excellent service and value to the communities which we serve.

**Our values**
In every role, across every site, our staff are the 'face' of Leisure Focus. Together, we:

•Focus on the Customer
•Approach everything systematically
•Collaborate to achieve
•Exceed expectation

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

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

**Public Benefit**
The trustees have considered the guidance offered by the Charity Commission on public benefit and are confident that the objectives of the charity, as stated above, fall under the purposes defined by section 17 of the Charities Act 2011.

**Introduction**
The annual service report will provide information on the centres operated by Leisure Focus within the Royal Borough of Windsor and Maidenhead (RBWM). The contract commenced on the 1st August 2020.

Windsor Leisure Centre - Facilities include:

- 150 Station Gym
- 25m Swimming Pool
- Learner/Leisure Pool
- All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- The Avenue Cafe
- 3 Group Fitness Studios
- Group Cycling Studio

Braywick Leisure Centre - Facilities include:

- 150 Station Gym
- 2 Group Fitness Studios
- 25m Swimming Pool
- Leisure Pool
- Outdoor Courts
- 4G & 3G All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- Theatre
- Squash courts
- The Avenue Cafe
- Meeting room
- Golf simulator room

Charters Leisure Centre - Facilities include:

- 48 Station Gym
- Group Exercise Studio
- 4 Tennis Courts
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Squash Courts

Cox Green Leisure Centre - Facilities include:

- 42 Station Gym
- Group Exercise Studio
- All-Weather Pitch
- 3 Tennis Courts
- 4 Court Sports Hall
- Boxing room

Furze Platt Leisure Centre - Facilities include:

- 60 Station Gym
- Group Fitness Studio
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Tennis Courts

**Achievements and performance**
The service period was from 1st April 2024 to 31st March 2025. It was the fifth year of the partnership with the Royal Borough of Windsor and Maidenhead (RBWM).

A particularly exciting but challenging period for Leisure Focus as the submission for the new 15 year contract in partnership with the Royal Borough of Windsor and Maidenhead (RBWM) was imminent. The first half of the year, the Trust was financially challenged with large inflation rates resulting in high utility and staffing costs with up to 7% increase. The Trust developed new procedures to tackle the consumption as well as site overviews to drive efficiencies.

The remainder of the year the trust focused on high operational standards whilst achieving the main highlight for the year, successfully winning the 15 year contract for operating under the agency model on behalf of RBWM. Other key highlights include development of the hot counter in Braywick Cafe, launch of LF Health services and renovation of Windsor Health suite.

Overall, the Trust ended the service period in a strong and stable position to grow, develop and deliver the commitments as part of the coming year.

Events
Leisure Focus continued to expand its events programme throughout the reporting period, delivering an increased number and diversity of sporting and hospitality events across its venues. Established events such as Comic Con, Bingo Loco, bodybuilding competitions, and the annual pantomime were successfully retained, while the programme was further enhanced

through the introduction of new large-scale events, including an international wrestling competition.

A key highlight was the Windsor Open 2025, the first international freestyle wrestling tournament hosted at Windsor Leisure Centre. The event attracted 340 athletes representing Uzbekistan, Malta, France, Scotland, and Ireland, and demonstrated the sport's inclusivity with participants ranging from a double amputee athlete to a 62-year-old female competitor.

Across the contract, event-related revenue increased by 8% year-on-year, contributing significantly to overall growth in footfall and secondary spend across all sites.

Following the successful award of the new operational contract, the Trust also delivered a three-day Community Engagement Programme across all venues. The initiative showcased over 40 activities and attracted in excess of 50,000 visitors, reinforcing Leisure Focus's commitment to accessibility, participation, and community engagement.

Environmental Management
Leisure Focus has maintained a strong commitment to education and awareness around sustainability goals for its staff. Alongside the acquisition of Stark ID and the implementation of CHP efficiencies, these initiatives contributed to a 10% reduction in energy consumption.

Following the successful submission of the decarbonisation scheme bid for Windsor Leisure Centre, the Trust, RBWM, and Leisure Energy have begun detailed planning, with the project scheduled to commence in July 2025. The works will involve removing the existing gas boilers and Combined Heat and Power unit, both of which have reached the end of their operational life, and installing a Net Zero Pod.

This system will include air source heat pumps, roof-mounted solar panels, upgraded air handling units, and a heat recovery system. Collectively, these improvements will deliver a more sustainable and energy-efficient facility, significantly reducing the Centre's carbon emissions.

Swimming Lessons
Swimming lessons saw a peak in occupancy which hit just short of 4000 swimmers across the two centres. Lessons expanded further increasing more days to a 50 week programme which allows children all year round consistency. Swimming teachers qualified in NRA STC (National rescue award for swim teachers and coaches) increased to 60% reducing risk. Teachers were also given further training opportunities such as CPD's in making lessons engaging for autistic children and teaching swimmers to learners with physical and sensory impairments making the program more inclusive and accessible.

Health & Safety

Leisure Focus is in the process of ISO45001 and ISO14001 accreditation to further recognise the strength of our health and safety systems. Accidents and injuries within the Trust reduced slightly compared to last year with Riddors also reducing.

Children's Activities

The Trust expanded access to family swimming sessions across both Braywick Leisure Centre and Windsor Leisure Centre, strengthening its commitment to promoting inclusive and family-oriented participation. In addition to this expansion, the Trust continued to deliver a comprehensive range of holiday programmes, including sports camps, netball, trampolining, and other recreational activities. During this period in the summer centres offered free swimming sessions, funding over £7,000 to promote water safety across the two sites as part of the drowning prevention campaign.

During the Trust's opening weekend, a series of family-focused events were delivered, featuring activities such as bungee trampolining, bumper cars, and a mobile farm, which attracted strong engagement from the local community.

Performance indicators across key activity areas demonstrated positive trends, with trampolining participation increasing by 16% year-on-year and netball maintaining a consistent 93% occupancy rate throughout the period. These outcomes reflect sustained community interest and effective programming within the Trust's leisure portfolio.

Community and Inclusion Development

The Trust implemented a series of targeted campaigns across its centres and local communities, including dedicated seven-day initiatives focused on women and girls, as well as disability and inclusion. Schools were actively engaged throughout the year, participating in campaigns such as drowning prevention programmes and the Berkshire School Games in July 2024. The latter event saw 881 participants from 77 schools compete in multi-sport activities at Braywick Leisure Centre.

In partnership with RBWM, the Trust enhanced accessibility and inclusion by opening a Changing Places facility at Windsor Leisure Centre. This collaboration also extended to the introduction of secured cycle parking, supporting the promotion of sustainable and active travel options.

During this period, the Trust's commitment to volunteering was recognised when Gina, a dedicated volunteer, was awarded Volunteer of the Year at the Seriously Social Awards, highlighting the impact of individual contributions to the Trust's community engagement programmes.

Sports Development

Leisure Focus partnered with get Berkshire active to develop a crime prevention scheme inviting under privileged children into the gym to promote a healthy lifestyle. Running campaigns throughout the year has helped sports development by breaking down barriers for different demographics such as women, disabled and elderly. Trampolining courses were fully booked for the first time this year during term time.

Windsor Leisure Centre secured funding to implement a SECA body composition machine, enhancing the Centre's health and fitness offerings. This state-of-the-art equipment will provide members with detailed insights into body composition. The introduction of this technology underscores the Centre's commitment to promoting evidence-based health monitoring and improving the overall wellbeing of its community.

Our Inclusion and partnership manager introduced a "Do you see me" campaign. In partnership with Optalis, the campaign aimed at older people, adults with a disability and people with mental health needs both in the community and at home. Successfully filming to raise awareness of individuals who are living with learning disabilities. With one video receiving 2262 views in the first week posted.

Social Media and digital

The trust continued to increase Facebook subscribers, Instagram and the introduction of Tik Tok. The trust provided more edutainment content to all the users. During this period the leisure focus social media posts averaged 2000 organic reach. With an average of 12680 active app users per month and 68020 app downloads the Trust saw a significant step forward in becoming digital.

**Availability & Service**

Opening Hours During 2024: the centres have operated as per the contract opening hours schedule.

Activity Programming
Leisure Focus has delivered a wide and varied programme to ensure the key performance indicators of the contract are met. The timetable continues to operate flexible, imaginative and varied activities with easy access and equipment for all sections of the community. Attendance across the contract increased 19.9% when compared to last year. Leisure Focus has operated a number of corporate and local promotions/initiatives aimed at raising awareness and increasing participation, examples can be seen below:

Gym
A number of promotions have been operated throughout the year to raise awareness and increase opportunities for participation in the fitness studios and gym. Successful promotions include Refer A Friend and black Friday. Open community campaigns were also used as an initiative to develop participation for less active demographics such as 60 plus through aging well. The overall contract increased by 3.55% in gym memberships.

Generations Junior Gym
Junior gym usage continues to be high across the 5 centres. The sessions offer supervised fitness suite access for those 13-16. Sessions aim to improve fitness, encourage physical activity amongst young people, reduce childhood obesity and promote social interaction in a positive environment.

Group Fitness
The programme offers over 200 classes per week across both Windsor and Braywick leisure centres. Adapting new innovative classes to the programme, such as mobility and cardiac, again aimed at reducing the barriers for inactivity. Classes increased its variety to include Baby and Me and core classes.

Junior Sports
A number of new sessions were added to the schedule, including the introduction of more netball sessions, bounce and play within more centres for toddlers and pay and play football. In addition, new slots were made available to support expansion of existing clubs.

FANS
The FANS scheme (Free Access for National Sportspeople) - 5 athletes using the facilities free of charge to help their training, compared to 3 the previous year.

GP referral
The exercise referral scheme operates from Windsor and Braywick Leisure Centre's and includes a programme of prescribed gym, swim and aerobic activities with ongoing support from a fully qualified fitness professional. The aim of the scheme is to encourage, educate and improve regular participation in physical activity in patients who are at risk to the development of disease and disability. The health department developed through recruitment of a qualified cardiac practitioner, delivering cardiac support and programmes as well as classes. The Partnership with the NHS services continued to develop and strengthen with the trust aiming to assist at breaking down barriers for those inactive.

School Swimming
Leisure Focus works in partnership with Swim England to provide the swim programme that caters for all abilities and ages. The Swim Coordinators are directly targeting schools to offer assistance and highlight the school swimming project to help reduce the percentage of non- swimmers in the area. Swim school. The swim school increased 8% from last year closing the gap to reaching 2000 swimmers.

Swimming Lessons
The Swim lesson programme gives real value for money with quality teaching and additional free swimming to all children on any visit to our facilities to encourage participation. All members on the programme can benefit from unlimited swimming at both Windsor and Braywick during all public swimming times.

Pricing
Leisure Focus conducts an annual price review. Each year, proposed new pricing structures are submitted based on the current consumer market and local demand. Core prices for the service period are presented to the council for approval. Price rises are based on Sept RPI, in advance of January.

Leisure Focus works very closely with RBWM in targeting disadvantaged groups through concessionary pricing.

Groups targeted include:
- Public swimming /over 60s swimming
- fitness studio usage
- Sport participation
- Junior activities
- Women and girls
- Medical referrals
- Disabled user groups

The use of promotions and vouchers were also implemented to encourage participation and include:

- Facebook promotion and awareness.
- Attendance at local events
- Partnership with local partners in the town centres
- Online trial memberships and online passes.
- Online memberships for Swim and gym
- Open days held at the leisure centres.
- Annual promotional offers for swimming and gym membership.
- Group fitness offers.
- Free days pass to trial the fitness and studio programme.
- Option for a fixed or flexi memberships to provide more options to customers.
- Weekend and quiet period activity promotions
- Free taster sessions to encourage participation.
- 'Referral' promotions - through existing members referring new members they are rewarded for their loyalty with a number of prizes
- Summer promotion for junior and student memberships
- Promotion for junior all weather pitch football use.
- Drowning Prevention water campaign - 'summer offers'.

Health and Safety
Leisure Focus continues to report monthly on all matters relating to health and safety. With improvements through digital transformation by moving inspection checklists from paper to electronic. With particular focus on automation. The trust ensures health and safety is at the forefront by undergoing external and internal audits. Alongside this every six months a developed health and safety committee completes meetings to discuss present operations as well as highlighted risks.

Ensuring all staff understand the importance of health and safety is important to the Trust, achieving this and developing knowledge is gained by ongoing training. This period saw the contract manager starting NEBOSH as well as general managers and duty managers gaining IOSH. Renewals achieved where needed.

The Institute of Qualified Lifeguards (IQL) training portal is an online management tool which continues to support the site's operation delivery and record keeping of lifeguard training competencies. The electronic accident and incident reporting system has provided a comprehensive template for the reporting and monitoring of accidents and incidents. The Chief Executive, the Compliance Manager, and Contract Manager with General Managers monitor significant accident reports and trends.

Equipment
All equipment is maintained through the Planned Preventative Maintenance schedule (PPM). Throughout the service period, contractors and suppliers have undergone procurement to ensure cost efficiency and service levels are achieved.

**Monthly performance**

Customer Feedback
As a means of measuring customer satisfaction, each centre actively encourages direct internal customer feedback through verbal comments, through the website (www.leisurefocus.org.uk) and direct email. Customer feedback is also obtained through a CRM system called Gather, providing real time feedback from customers. This allows centre managers to identify the concerns and respond in a timely manner. There are many ways customers can provide us with feedback, including:

- Completion of a customer comment card
- Speaking to a member of staff
- Writing to the managers
- Making a verbal comment at reception
- Emailing the centre
- Leisure Focus social pages
- Customer forums.

During the service period we have commissioned an external agency to complete independent mystery shopper visit/reports providing comprehensive information about email responses, telephone calls and tours of the leisure centres to understand better areas for improvement with regards to engaging with customers and improving customer service levels.

Cleaning
Daily monitoring is carried out in all areas to ensure the centres conform to the cleaning standards. Centres complete monthly audits of every centre to review the health and safety as well as cleaning standards. Overnight cleaning is an addition completed in the larger centres to ensure efficiency in the centre and not affecting services. The digital transformation with electronic checksheets has allowed greater transparency across the organisation and improved task resolution completions.We continue to review cleanliness daily and review cleaning regimes and staff rotas to redeploy staff effectively, based on demand.

Monthly Leisure Report
Each month Leisure Focus issues a comprehensive update to the RBWM contract manager. These updates are delivered during the contract management monthly performance monitoring meetings: The monthly KPI's include:

- Accidents and Incidents
- Attendance
- Membership collections
- Marketing and Promotion
- Service Improvement
- Maintenance and Monitoring
- Health and Safety
- Planned Preventative Maintenance

During the monthly meetings, the RBWM contract manager monitors each centre to ensure compliance with the contract documentation and standards expected.

**Annual Performance**

Customer Usage
During the report period there were circa 2.5 million visits made to the centres managed by Leisure Focus, a 12.75% increase on the previous year. The detail shows 9% registered disabled, 11.3% 60+ and 6% on our GP referral scheme.

GP Referral
The GP Referral scheme saw a peak of 134 members registered which was a 16% increase on last year. Surgeries and referral centres across the Borough are increasing specially with the development of cardiac referral within the centres.

Partnership Working
Partnership with Lifetime continues in the Trust to deliver a number of industry apprenticeships which saw staff gain qualifications such as NVQ, swim teacher level 1 and 2 and Fitness instructor level 1 and 2. Apprenticeships across the contract in 2024/2025 saw 15 employees start their leisure journey.

Working in partnership with Gym Flex targeting corporate businesses and employees. Partnership working with clubs to provide signposting and pathways for customers to access clubs.

On going development of safeguarding children, vulnerable adults, enhanced further with Leisure focus.

Capital investment to improve and upgrade facilities and equipment in general via partnership with RBWM for example the Windsor health suite development.

Leisure Focus partnered with several trusts such as NHS and Berkshire active to deliver campaigns and sessions to the community. A highlight of the year was the introduction of a partnership with Honda and Hyundai.

Leisure Focus remains committed to reducing its carbon footprint. Throughout the year there has been continued focus on the following key objectives:

- Continued to monitor smart meter data to review consumption and identify best practice.
- Energy surveys have reviewed to make improvements in energy management and carbon reduction
- Cafe operations changed products to reduce plastics.
- Internal action plans for energy management.
- Carried out overnight audits for energy consumption

**Training**
The Trust continued to offer extensive training to its staff including National Pool Lifeguard Qualification modules to maintain the lifeguard qualification. Leisure Focus has also delivered a number of training sessions for its staff across the contract including:

- Customer service training
- Health and safety training
- Human resource training
- Human Focus training
- Fire warden training
- Sales training
- Booking systems & online booking training
- Diversity and equality training
- Finance and budget training
- Health and safety training
- Social media training
- Safeguarding training
- Lifeguard behaviour training

**Future Developments**
In 2024, Leisure Focus Trust has undertook key initiatives to enhance its service offerings, usage and participation. We have developed the menu at Braywick leisure centre offering a new hot counter option, renovated the Windsor Health suite and invested in upgrades to the duals class equipment.. To continue our sustainability project we have transferred our flood lights to LED in 2 of the 3 dual centres with the remaining centre to complete upgrades in the following year. As part of the new contract commencing 1st April 2025, to recap, Leisure Focus has committed to over 40 future developments for all the sites across the Borough including the development of the Braywick club including adding a Mezzanine floor, the installation of a soft play facility, the development of Leisure Focus now at cox green to increase its opening hours and for Furze Platt and Charters leisure centre with new flooring and new gym equipment.

Outside of the Trust, subsidiaries have been expanded to include Tom Dean swim school, Get Focus media, Leisure Focus Academy and additional centre contracts. These subsidiaries support the Trust offering services such as marketing, Olympic standard swim lessons and in depth targeted training qualifications.

Potential Risk to the Business

One of the main potential risks to the operations of Leisure focus is the ongoing uncertainty regarding the cost of living crises, whether this will affect the customer spend within the leisure centres. Also the price increase on suppliers which will in turn increase expenditure on the trust.

There has also been uncertainty regarding the cost of utilities and ensuring we get the best price available across all the sites.

**Going concern**

The group reported a surplus for the year of £16,009 (2024: £263,049) with the charity reporting a surplus of £221,823 (2024: £264,534) . At the balance sheet date the group had unrestricted reserves of £1,365,840 (2024: £1,264,797) with the charity reporting unrestricted reserves of £1,492,141 (2024: £1,270,317).

Following a tendering process with RBWM, a new service contract has been awarded until at least 31 March 2040.

The trust has also secured a 20 year contract to operate future leisure activities at Newlands School. This started operations in January 2025.

There continues to be an increase in growth in gym membership and swimming lessons as well as block bookings for astro pitch and court hire.

The trustees have reviewed the latest financial information and prepared forecasts identifying all known contractual cash commitments to at least 31 March 2027 and compared this to current cash holdings. The trustees have not identified any going concern conditions in their reviews that may impact on the going concern assumption used in preparing these financial statements. Based on these budgets and forecasts, and results for the past 12 months, the trustees are confident that there is adequate funds to continue operations as well as to fund future developments which will assist in the furtherance of the Trusts charitable objectives.

Based on the above, the trustees have concluded that there are no material uncertainties that lead to significant doubt upon the Trusts ability to continue as a going concern and therefore the trustees believe that it remains appropriate to prepare the financial statements on the going concern basis.

**Financial review**

The total group income for the period was £11,764,356 (2024: £10,495,357). Of this, £10,478,686 (2024: £9,524,267) was received with respect to the charitable activities of the charity such as fitness/centre memberships, facility hire, swimming courses and pool hire. Total group resources expended were £11,748,347 (2024: £10,232,308). The group's expenditure on charitable activities was £10,557,320 (2024: £9,151,985) . The main cost of the group was salary costs which totalled £4,678,320 (2024: £4,017,832) for the period. The resulting net movement of group funds was a surplus of £16,009 (2024: £263,049). The Trust alone reported a surplus of £221,823 (2024: £264,534).

**Reserves policy**

It is the policy of the Trust 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 Trust'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 period.

The Trustees have designated £564,177 of the restricted funds to be used on future developments of the centres. The Trust is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

Leisure Focus Trust plans to continue to grow and look to increase its portfolio with respect to the number of sites that it manages. Following a tendering process with RBWM, the Trust has been awarded a new service agreement to at least 31 March 2040.

**Structure, governance and management**
The Trust is a charitable incorporated organisation registered with the Charity Commission. The Trust was incorporated on 24 June 2020 and began its operations in August 2020.

The trustees who served during the year and up to the date of signature of the financial statements were:

Mr A Moorehouse (Chair)
Ms S J Anstiss
Mr T J Wheeler
Mrs N Dutton
Mr C Joyce
Mr S Franks

All trustees give their time voluntarily and receive no benefits from the charity. The trustees are highly motivated to ensure that the Board has the necessary spread of skills and expertise to ensure good governance.

The recruitment of the trustees is carried out by Ocean Edge who have been appointed to manage the recruitment process for Leisure Focus Trust. They prepare the requirements and then advertise them. From here the existing Trustees then shortlist the applicants.

There is an induction process in place for new trustees and ongoing training to enable all trustees to keep up to date with changes in regulation and/or good practice.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the Trust and guarantee to contribute £1 in the event of a winding up.

**Statement of trustees responsibilities**
The trustees 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).

The law applicable to charities in England and Wales 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 of the charity for that period.

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 sufficient 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 200S and the provisions of the trust deed. 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.

## TRUSTEES REPORT (CONTINUED)

### *FOR THE YEAR ENDED 31 MARCH 2025*

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees report was approved by the Board of Trustees.

.....

Mr T J Wheeler

**Trustee**

Date: 30/1/26

# LEISURE FOCUS TRUST

## INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF LEISURE FOCUS TRUST

### Opinion

We have audited the financial statements of Leisure Focus Trust (the parent 'charity') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows, the charity statement of cashflows and the 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 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and charity's affairs as at 31 March 2025 and of the groups 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 Charities Act 2011.

### 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.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE TRUSTEES OF LEISURE FOCUS TRUST

**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 requires 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 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 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.

**Fraud and breaches of laws and regulations - ability to detect**
*Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:
- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the charitable objectives of the charity.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make in appropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including identifying journal entries to test based on risk criteria and comparing identified entries to supporting documentation. These included those posted to unrelated accounts, those posted containing key words, and those posted to an account linked to a fraud risk.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)
## TO THE TRUSTEES OF LEISURE FOCUS TRUST

*Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, and through discussions with the trustees and other management (as required by auditing standards), and from inspection of the Charity's regulatory and legal correspondence and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation) and tax legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

We did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

*Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

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 charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Paul Fagan FCCA (Senior Statutory Auditor)**
**for and on behalf of Craufurd Hale Audit Services Limited**

31/01/2026
.....

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

C/O Craufurd Hale Group
Ground Floor, Arena Court
Crown Lane
MAIDENHEAD
SL6 8QZ

# LEISURE FOCUS TRUST

## GROUP STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

### *FOR THE YEAR ENDED 31 MARCH 2025*

| | Notes | Unrestricted funds 2025 £ | Unrestricted funds 2024 £ |
|---|---|---|---|
| **Income from:** | | | |
| Membership fees and activities | 2 | 10,478,686 | 9,524,267 |
| Shop and other sales income | 3 | 1,267,402 | 968,935 |
| Investments | 4 | 18,268 | 2,155 |
| **Total income** | | 11,764,356 | 10,495,357 |
| **Expenditure on:** | | | |
| Raising funds | 5 | 1,191,027 | 1,080,323 |
| Charitable activities | 6 | 10,557,320 | 9,151,985 |
| **Total resources expended** | | 11,748,347 | 10,232,308 |
| **Net income for the year/ Net movement in funds** | | 16,009 | 263,049 |
| Fund balances at 1 April 2024 | | 1,264,797 | 1,001,748 |
| **Fund balances at 31 March 2025** | | 1,280,806 | 1,264,797 |
| Net income for the financial year is attributable as follows: | | | |
| Parent entity | | 101,043 | 263,049 |
| Minority interest - THAAM Limited | | (85,034) | - |
| | | **16,009** | **263,049** |

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

# LEISURE FOCUS TRUST

## GROUP BALANCE SHEET

### *AS AT 31 MARCH 2025*

| | Notes | 2025 £ | £ | 2024 £ | £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | **12** | | 788,897 | | 745,547 |
| **Current assets** | | | | | |
| Stocks | **14** | 89,113 | | 54,926 | |
| Debtors | **15** | 671,250 | | 795,998 | |
| Cash at bank and in hand | | 2,380,101 | | 1,524,272 | |
| | | 3,140,464 | | 2,375,196 | |
| **Creditors: amounts falling due within one year** | **16** | (2,648,555) | | (1,855,946) | |
| **Net current assets** | | | 491,909 | | 519,250 |
| **Total assets less current liabilities** | | | 1,280,806 | | 1,264,797 |
| **The funds of the charity** | | | | | |
| Unrestricted funds - general | **18** | | 801,663 | | 700,620 |
| Unrestricted funds - designated funds | **18** | | 564,177 | | 564,177 |
| Non controlling interests - THAAM Limited | **18** | | (85,034) | | - |
| | | | 1,280,806 | | 1,264,797 |

The notes on pages 21 to 37 form part of these financial statements.

The financial statements were approved by the trustees on 30/1/26

.....

Mr T J Wheeler

**Trustee**

# LEISURE FOCUS TRUST

## CHARITY BALANCE SHEET

### *AS AT 31 MARCH 2025*

| | Notes | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 12 | | 788,897 | | 745,547 |
| Investments | 13 | | 200 | | 100 |
| | | | 789,097 | | 745,647 |
| **Current assets** | | | | | |
| Stocks | 14 | 60,791 | | 48,529 | |
| Debtors | 15 | 901,283 | | 806,770 | |
| Cash at bank and in hand | | 2,362,230 | | 1,524,272 | |
| | | 3,324,304 | | 2,379,571 | |
| **Creditors: amounts falling due within one year** | 16 | (2,621,260) | | (1,854,901) | |
| **Net current assets** | | | 703,044 | | 524,670 |
| **Total assets less current liabilities** | | | 1,492,141 | | 1,270,317 |
| **The funds of the charity** | | | | | |
| Unrestricted funds - general | 18 | | 927,964 | | 706,140 |
| Unrestricted funds - designated funds | 18 | | 564,177 | | 564,177 |
| | | | 1,492,141 | | 1,270,317 |

The notes on pages 21 to 37 form part of these financial statements.

The financial statements were approved by the trustees on 30/1/26

.....

Mr T J Wheeler
**Trustee**

# LEISURE FOCUS TRUST

## GROUP STATEMENT OF CASHFLOWS

### *FOR THE YEAR ENDED 31 MARCH 2025*

| | Notes | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash generated from operations | 24 | | 1,110,902 | | 763,743 |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (273,341) | | (570,259) | |
| Investment income received | | 18,268 | | 2,155 | |
| **Net cash used in investing activities** | | | (255,073) | | (568,104) |
| **Net cash used in financing activities** | | | - | | - |
| **Net increase in cash and cash equivalents** | | | 855,829 | | 195,639 |
| Cash and cash equivalents at beginning of year | | | 1,524,272 | | 1,328,633 |
| **Cash and cash equivalents at end of year** | | | 2,380,101 | | 1,524,272 |

The notes on pages 21 to 37 form part of these financial statements.

# LEISURE FOCUS TRUST

## CHARITY STATEMENT OF CASH FLOWS

### *FOR THE YEAR ENDED 31 MARCH 2025*

| | Notes | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash generated from operations | **26** | | 1,093,131 | | 763,743 |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (273,341) | | (570,259) | |
| Purchase of of subsidiary | | (100) | | - | |
| Investment income received | | 18,268 | | 2,155 | |
| **Net cash used in investing activities** | | | (255,173) | | (568,104) |
| **Net cash used in financing activities** | | | - | | - |
| **Net increase in cash and cash equivalents** | | | 837,958 | | 195,639 |
| Cash and cash equivalents at beginning of year | | | 1,524,272 | | 1,328,633 |
| **Cash and cash equivalents at end of year** | | | 2,362,230 | | 1,524,272 |

The notes on pages 21 to 37 form part of these financial statements.

# LEISURE FOCUS TRUST

## NOTES TO THE GROUP FINANCIAL STATEMENTS

## *FOR THE YEAR ENDED 31 MARCH 2025*

### 1 Accounting policies

**Charity information**

Leisure Focus Trust is a not-for-profit Charitable Incorporated Organisation (CIO), having no share capital. The charity is registered in England and Wales. The registered office is Windsor Leisure Centre, Stovell Road, Windsor, SL4 5JB.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, 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)". 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.

This charity is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this charity, which are intended to give a true and fair view of the assets, liabilities, financial position and profit and loss of the group.

**Basis of consolidation**

The consolidated group financial statements consist of the financial statements of the parent entity, Leisure Focus Trust, together with all entities controlled by the parent entity (its subsidiaries).

All financial statements are made up to 31 March 2025.

All intra-group balances and transactions between group entities are eliminated on consolidation.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

The subsidiaries Leisure Focus Limited (registered number 13393994), Get in Focus Media Limited (registered number 15642128) and THAAM Limited (registered number 15797443), are exempt from the audit of financial statements in the United Kingdom under section 479A of the Companies Act 2006 (United Kingdom).

The exemption means that Leisure Focus Trust (registered number 1190095), guarantees for all subsidiaries (Leisure Focus Limited, Get in Focus Media Limited and THAAM Limited) debts as at 31 March 2025 are paid in full.

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

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the Trust and the group has adequate resources to continue in operational existence for the foreseeable future.

The Trust reported a surplus for the year of £221,823 (2024: £267,534). At the balance sheet date the Trust had unrestricted reserves of £1,492,141 (2024: £1,270,317). The group reported a surplus for the year of £16,009 (2024: £263,049). At the balance sheet date the group had unrestricted reserves of £1,365,840 (2024: £1,264,797) after taking into account the minority interest of £85,034 (2024: £nil) as disclosed on the balance sheet.

Following a tendering process with RBWM, a new service contract has been awarded until at least 31 March 2040.

The trust has also secured a 20 year contract to operate future leisure activities at Newlands School. This started operations in January 2025.

There continues to be an increase in growth in gym membership and swimming lessons as well as block bookings for astro pitch and court hire.

The trustees have reviewed the latest financial information and prepared forecasts identifying all known contractual cash commitments to at least 31 March 2027 and compared this to current cash holdings. The trustees have not identified any going concern conditions in their reviews that may impact on the going concern assumption used in preparing these financial statements. Based on these budgets and forecasts, and results for the past 12 months, the trustees are confident that there is adequate funds to continue operations as well as to fund future developments which will assist in the furtherance of the Trusts charitable objectives.

Based on the above, the trustees have concluded that there are no material uncertainties that lead to significant doubt upon the Trusts ability to continue as a going concern and therefore the trustees believe that it remains appropriate to prepare the financial statements on the going concern basis.

**1.3 Charitable funds**

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

**1.4 Income**

Income is recognised when the charity and its subsidiaries are 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.

Income from membership is recognised on a straight line basis over the period covered by the membership.

Income from the operation of catering, vending and the sale of clothing and equipment is recognised as income in the period in which the charity becomes entitled to the receipt.

Hire of facilities and equipment is recognised in the period to which the hire transpires.

Revenue grants receivable are recognised in the Statement of Financial Activities when there is evidence of entitlement, receipt is probable and its amount can be measured reliably.

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

**1.5 Expenditure**

Expenditure is included on an accruals basis and has been classified under headings that aggregate all costs related to the category.

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. Staff costs are allocated on the basis of time spent.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include finance, payroll and governance costs which support the charity in delivering its charitable objectives. These costs have been allocated entirely to charitable activities as these are deemed to be for charitable purposes.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation.

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

| | |
|---|---|
| Leasehold land and buildings | 20% straight line |
| Plant and equipment | 25% straight line |
| Fixtures and fittings | 20% straight line |
| Computers | 25% straight line |

**1.7 Fixed asset investment**

In the parent entity, fixed asset investments are measured at transaction price excluding transaction costs. Transaction costs are expensed as incurred.

In the parent entity, fixed asset investments represents shares held in a subsidiary company.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

**1.8 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).

**1.9 Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

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

**1.10 Cash and cash equivalents**

Cash and cash equivalents are basic financial assets and represents cash in hand.

**1.11 Financial instruments**

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

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

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price including transaction costs. Financial assets are classified as receivable within one year and are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors are recognised at transaction price. Financial liabilities are classified as payable within one year and are not amortised.

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 on the basis that payment is due within one year or less.

***Derecognition of financial liabilities***

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

**1.12 Taxation**

The charity, as a charity, is not liable for assessment to tax on its income and gains to the extent that they are applied to its charitable objectives.

**1.13 Employee benefits**

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

**1.14 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

As detailed in note 18, the charity contributes to a LGPS scheme, a defined benefit scheme. On the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM, payments to this scheme are charged as an expense as they fall due.

## 2 Membership fees and activities

| | Charitable Income 2025 | Total 2025 | Charitable Income 2024 | Total 2024 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Fitness memberships | 4,880,067 | 4,880,067 | 4,254,356 | 4,254,356 |
| Fitness other | 248,576 | 248,576 | 213,707 | 213,707 |
| Indoor activities | 494,410 | 494,410 | 455,318 | 455,318 |
| Outdoor activities | 532,086 | 532,086 | 441,782 | 441,782 |
| Tennis | 31,443 | 31,443 | 20,044 | 20,044 |
| Swimming pool pay and play | 1,240,733 | 1,240,733 | 1,331,619 | 1,331,619 |
| Swimming pool hire | 356,245 | 356,245 | 333,236 | 333,236 |
| Swimming courses | 1,540,873 | 1,540,873 | 1,421,752 | 1,421,752 |
| Swimming memberships | 293,334 | 293,334 | 268,895 | 268,895 |
| Facility Hire and hire of equipment | 681,577 | 681,577 | 596,637 | 596,637 |
| Childrens activities | 42,716 | 42,716 | 44,129 | 44,129 |
| Miscellaneous | 136,626 | 136,626 | 142,792 | 142,792 |
| | 10,478,686 | 10,478,686 | 9,524,267 | 9,524,267 |

## 3 Shop and other sales income

| | Unrestricted funds 2025 | Unrestricted funds 2024 |
|---|---|---|
| | £ | £ |
| Sale of goods - Catering | 817,243 | 718,242 |
| Sale of goods - Vending | 79,461 | 66,318 |
| Sale of goods - Clothing and equipment | 171,600 | 176,262 |
| Sale of goods - Other | 16,367 | 8,113 |
| Trading subsidiary income | 182,731 | - |
| Other trading activities | 1,267,402 | 968,935 |

## 4 Income from investments

| | Unrestricted funds 2025 | Unrestricted funds 2024 |
|---|---|---|
| | £ | £ |
| Interest receivable | 18,268 | 2,155 |

## 5 Raising funds

| | Unrestricted funds 2025 £ | Unrestricted funds 2024 £ |
|---|---|---|
| Sale of good purchases | 6,808 | 6,906 |
| Cost of food | 421,922 | 400,464 |
| Cost of beverages | 51,260 | 45,352 |
| Cost of clothing | 82,134 | 111,759 |
| Opening stock | 48,529 | 55,389 |
| Closing stock | (60,791) | (48,529) |
| Cost of goods sold | 549,862 | 571,341 |
| Trading subsidiary costs | 200,828 | 4,485 |
| Marketing and advertising costs | 62,256 | 52,876 |
| Staff costs (note 10) | 378,081 | 451,621 |
| | 1,191,027 | 1,080,323 |

## 6 Charitable activities

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Staff costs (note 10) | 3,844,910 | 3,208,889 |
| Depreciation and impairment | 229,991 | 116,110 |
| Self employed coaches | 288,801 | 291,464 |
| Travel and subsistence | 23,937 | 11,851 |
| Training | 57,891 | 58,389 |
| Cleaning | 163,552 | 166,681 |
| Maintenance and repairs | 366,135 | 334,152 |
| Computer costs | 137,676 | 145,985 |
| Insurance | 159,402 | 163,885 |
| Printing, postage and stationary | 20,378 | 17,455 |
| Rates | 1,276,359 | 1,119,610 |
| Health and Safety | 20,298 | 14,282 |
| Legal and professional | 85,725 | 33,232 |
| Bank charges | 74,488 | 59,197 |
| Small assets and consumables | 105,225 | 79,050 |
| Telephone | 36,412 | 41,183 |
| Partial VAT exemptions | 544,496 | 566,489 |
| Licences | 89,279 | 59,301 |
| Terminal charges | 45,446 | 34,429 |
| Miscellaneous expenses | 19,252 | 24,383 |
| Rent | 2,398,935 | 2,130,291 |
| | 9,988,588 | 8,676,308 |
| Share of support costs (see note 7) | 455,329 | 357,323 |
| Share of governance costs (see note 7) | 113,403 | 118,354 |
| | 10,557,320 | 9,151,985 |

## 7 Support costs

| | Support costs | Governance costs | 2025 | 2024 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Staff costs (note 10) | 455,329 | - | 455,329 | 357,322 |
| Audit fees | - | 15,745 | 15,745 | 16,990 |
| Legal and professional | - | 93,431 | 93,431 | 92,541 |
| Bad debt | - | 4,227 | 4,227 | 8,824 |
| | 455,329 | 113,403 | 568,732 | 475,677 |
| Analysed between | | | | |
| Charitable activities | 455,329 | 113,403 | 568,732 | 475,677 |
| | 455,329 | 113,403 | 568,732 | 475,677 |

All support and governance costs are deemed to be for charitable purposes and have therefore been allocated in their entirety to charitable activities.

Governance costs includes payments to the auditors of £15,745 (2024: £15,995) for audit fees.

## 8 Net movement in funds

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| The net movement in funds is stated after charging/(crediting): | | |
| Fees payable for the audit of the charity's financial statements | 15,745 | 15,995 |
| Depreciation of owned tangible fixed assets | 229,991 | 116,110 |

## 9 Trustees and key management personnel

Key management personnel are regarded as the trustees, the managing director, the finance director and the compliance manager. None of the trustees received any remuneration or benefits from the Trust during the year. Trustees were reimbursed expenditure during the year totalling £13,947. The total key management remuneration and benefits paid in the period totalled £237,053 (2024: £202,447). This amount includes two key management personnel who received remuneration in excess of £60,000.

Three children of one of the Trustees and one son of one of the key management personnel received remuneration during the year totalling £36,036 (2024: £31,161) which were made at an arm's lengths basis.

Some of the trustees hold memberships to use the facilities of Leisure Focus Trust. These memberships are paid at the standard market rate, identical to the rates offered to the general public. These memberships are not subject to any discounts or special privileges and are therefore conducted on an arm's length basis.

## 10 Employees

The average monthly number of employees during the year was:

| | Group 2025 Number | Group 2024 Number | Company 2025 Number | Company 2024 Number |
|---|---|---|---|---|
| | 445 | 413 | 445 | 413 |

| Employment costs | Group 2025 £ | Group 2024 £ | Company 2025 £ | Company 2024 £ |
|---|---|---|---|---|
| Wages and salaries | 4,359,308 | 3,758,135 | 4,359,308 | 3,758,135 |
| Social security costs | 244,951 | 195,555 | 244,951 | 195,555 |
| Other pension costs | 74,061 | 64,142 | 74,061 | 64,142 |
| | 4,678,320 | 4,017,832 | 4,678,320 | 4,017,832 |

| **Employment costs have been allocated as follows:** | 2025 £ | 2024 £ |
|---|---|---|
| Raising funds (note 5) | 378,081 | 451,621 |
| Charitable activities (note 6) | 3,844,910 | 3,208,889 |
| Support costs (note 7) | 455,329 | 357,322 |
| | 4,678,320 | 4,017,832 |

Other than key management personnel as disclosed in note 9, no other employee received remuneration in excess of £60,000.

## 11 Taxation

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

## 12 Tangible fixed assets - Group and Charity

| | Leasehold land and buildings | Plant and equipment | Fixtures and fittings | Computers | Total |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| **Cost** | | | | | |
| At 1 April 2024 | 229,787 | 23,423 | 613,003 | 65,233 | 931,446 |
| Additions | 1,184 | 4,880 | 255,292 | 11,985 | 273,341 |
| At 31 March 2025 | 230,971 | 28,303 | 868,295 | 77,218 | 1,204,787 |
| **Depreciation and impairment** | | | | | |
| At 1 April 2024 | 37,803 | 6,567 | 113,281 | 28,248 | 185,899 |
| Depreciation charged in the year | 52,704 | 6,161 | 151,979 | 19,147 | 229,991 |
| At 31 March 2025 | 90,507 | 12,728 | 265,260 | 47,395 | 415,890 |
| **Carrying amount** | | | | | |
| At 31 March 2025 | 140,464 | 15,575 | 603,035 | 29,823 | 788,897 |
| At 31 March 2024 | 191,984 | 16,856 | 499,722 | 36,985 | 745,547 |

## 13 Fixed asset investments

| | Group | Company |
|---|---|---|
| | £ | £ |
| **Cost or valuation** | | |
| At 1 April 2024 | - | 100 |
| Additions | - | 100 |
| At 31 March 2025 | - | 200 |
| **Impairment** | | |
| At 1 April 2024 | - | - |
| At 31 March 2025 | - | - |
| **Carrying amount** | | |
| At 31 March 2025 | - | 200 |
| At 31 March 2024 | - | 100 |

| Other investments comprise: | Notes | Company 2025 £ | Company 2024 £ |
|---|---|---|---|
| Investments in subsidiaries | 23 | 200 | 100 |

## 14 Stocks

| | Group 2025 | Group 2024 | Company 2025 | Company 2024 |
|---|---|---|---|---|
| | | | £ | £ |
| Goods for resale | 89,113 | 54,926 | 60,791 | 48,529 |

## 15 Debtors

| Amounts falling due within one year: | Group 2025 £ | Group 2024 £ | Company 2025 £ | Company 2024 £ |
|---|---|---|---|---|
| Trade debtors | 426,483 | 530,573 | 424,443 | 530,573 |
| Amounts owed by fellow group undertakings | - | - | 244,571 | 10,772 |
| Other debtors | 57,054 | 87,051 | 55,537 | 87,051 |
| Prepayments and accrued income | 187,713 | 178,374 | 176,731 | 178,374 |
| | 671,250 | 795,998 | 901,282 | 806,770 |

## 16 Creditors: amounts falling due within one year

| | Group 2025 | Group 2024 | Company 2025 | Company 2024 |
|---|---|---|---|---|
| | | | £ | £ |
| Other taxation and social security | 88,136 | 87,429 | 129,530 | 87,429 |
| Deferred income | 392,339 | 325,123 | 392,339 | 325,123 |
| Trade creditors | 1,476,130 | 991,255 | 1,445,316 | 991,255 |
| Other creditors | 112,385 | 99,110 | 82,385 | 97,065 |
| Accruals | 579,565 | 353,029 | 571,690 | 354,029 |
| | 2,648,555 | 1,855,946 | 2,621,260 | 1,854,901 |

## 17 Retirement benefit schemes

| | 2025 | 2024 |
|---|---|---|
| **Defined contribution schemes** | £ | £ |
| Charge to profit or loss in respect of defined contribution schemes | 74,061 | 64,142 |

The charity contributes to the following pension schemes:

- 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.
- LGPS scheme, a defined benefit scheme. The assets of the scheme are held separately from those of the charity. The scheme is administered by the Royal Borough of Windsor and Maidenhead (RBWM). No provision has been provided for or disclosed within these financial statements on the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM.

## 18 Analysis of net assets between funds

**Group**

| | Unrestricted funds | Subsidiary funds | Minority interest | Designated funds (note 19) | Total |
|---|---|---|---|---|---|
| | 2025 | 2025 | 2025 | 2025 | 2025 |
| | £ | £ | £ | £ | £ |
| **At 31 March 2025:** | | | | | |
| Tangible assets | 788,897 | - | - | - | 788,897 |
| Current assets/(liabilities) | 136,673 | (123,907) | (85,034) | 564,177 | 491,909 |
| | 925,570 | (123,907) | (85,034) | 564,177 | 1,280,806 |

## 18 Analysis of net assets between funds (Continued)

| | Unrestricted funds | Subsidiary funds | Minority interest | Designated funds | Total |
|---|---|---|---|---|---|
| | 2024 | 2024 | 2024 | 2024 | 2024 |
| | £ | £ | £ | £ | £ |
| **At 31 March 2024:** | | | | (note 19) | |
| Tangible assets | 745,547 | - | - | - | 745,547 |
| Current assets/(liabilities) | (39,407) | (5,520) | - | 564,177 | 519,250 |
| | 706,140 | (5,520) | - | 564,177 | 1,264,797 |

**Charity**

| | Unrestricted funds Total 2025 | Unrestricted funds Total 2024 |
|---|---|---|
| | £ | £ |
| **At 31 March 2024:** | | |
| Tangible assets | 788,897 | 745,547 |
| Investments | 200 | 100 |
| Current assets/(liabilities) | 703,044 | 524,670 |
| | 1,492,141 | 1,270,317 |

## 19 Designated funds - group and company

The unrestricted funds of the charity comprise the unexpended balances of income received with respect to membership fees and activities which are not subject to specific conditions 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.

| | Balance at 1 April 2023 | Incoming resources | Balance at 1 April 2024 | Incoming resources | Balance at 31 March 2025 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Leisure centre repairs | 564,177 | - | 564,177 | - | 564,177 |
| | 564,177 | - | 564,177 | - | 564,177 |

The Trustees have designated the above funds to be used on future developments of the centres. The charity is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

## 20 Financial commitments, guarantees and contingent liabilities

At the reporting end date the charity had outstanding commitments for future minimum payments for a service level agreement and license, being £60,000 (2024: £nil) falling due within 12 months.

21 Operating lease commitments

**Lessee**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Within one year | - | 2,576,193 |

Operating lease commitments disclosed in the prior year related to previous operating arrangements for the leisure facilities with the Royal Borough of Windsor & Maidenhead (RBWM).

At 31 March 2025, the agreement was replaced by a new leisure operating and concession agreement with RBWM. Under this arrangement Leisure Focus Trust acts as agent for RBWM. All income generated via the operation of the leisure facilities is income earned by RBWM under this new agreement. Leisure Focus Trust receive a management fee in return for their services performed in furtherance of their charitable objectives.

Ancillary services (such as food and beverage sales) are operated under the concession agreement whereby a connected company, Leisure Focus Limited, has been granted authority to run these services with no concession fee payable and any surplus is gift aided to the Trust.

The new agreement commenced on 1 April 2025 and expires in 15 years from the commencement date.

The new agreement does not give rise to fixed or determinable future payments, and therefore no commitment exist at the balance sheet date.

As part of the agreement, Leisure Focus Trust is required to take out and maintain Public Liability Insurance with cover of not less than £10,000,000

## 22 Related party transactions

In addition to those transactions with respect to trustees and key management personnel as detailed in note 9, the charity had the following related party transactions:

**Strategic Health Ltd**
During the year, Leisure Focus Trust incurred costs totalling £9,000 with respect to consultation and support during the bid process. Strategic Health Limited is a company in which a trustees brother and partner are directors. All transactions were made at an arms length basis.

No balance remains outstanding at the balance sheet date (2024: £nil).

**Maidenhead United Women's FC**
During the year Leisure Focus Trust received income for use of the pitches at the centres from Maidenhead United Women's FC totalling £5,037 (2024: £1,808), an entity in which one of the Leisure Focus Trustees is the facilities officer and a member of Leisure Focus Trusts key management personnel is the Chair. All transactions were made at an arms length basis.

No balance remains outstanding at the balance sheet date (2024: £nil).

**Leisure Focus Limited**
At the balance sheet date the Trust was owed £1,090 (2024: £10,772) from Leisure Focus Limited, a wholly owned subsidiary of the Trust.

There were no reportable related party transactions in the year.

**THAAM Limited**
During the year the Trust charged £180,937 in management fees, wages and THAAM Limited's share of costs to THAAM Limited, a 60% owned subsidiary of Leisure Focus Limited. Leisure Focus Limited is a wholly owned subsidiary of the Trust.

At the balance sheet date the Trust was owed £222,674 (2024: £nil) from THAAM Limited.

**Get In Focus Media**
During the year Get In Focus Media Limited, a wholly owned subsidiary of the Trust, invoiced the Trust £20,000 (2024: £nil) for marketing work.

During the year the Trust invoiced Get In Focus Media Limited a total of £21,753 with respect to its share of salary and marketing costs.

During the year Get In Focus Media donated £4,276 to the Trust.

At the balance sheet date the Trust was owed £13,084 (2024: £16,000) from Get In Focus Media Limited.

## 23 Subsidiaries

These financial statements are prepared on a consolidated basis.

Details of the charity's subsidiaries (which have also been included in these consolidated financial statements) at 31 March 2025 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct | |
|---|---|---|---|---|---|
| Leisure Focus Limited | England and Wales | Event catering | Ordinary shares | 100.00 | |
| THAAM Limited ** | England and Wales | Sports activities | Ordinary shares | | 60.00 |
| Get in Focus Media Limited | England and Wales | | Ordinary shares | 100.00 | |

** THAAM Limited is a jointly owned entity. Leisure Focus Limited own 60% of the total ordinary share capital.

On 13 April 2024 Get In Focus Media was incorporated, where one of the Trust's key management personnel held 100% of the shares. On 12 April 2025, 100% of these shares were transferred to Leisure Focus Trust.

## 24 Cash generated from group operations

| | 2025 £ | 2024 £ |
|---|---|---|
| Surplus for the year | 16,009 | 263,049 |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (18,268) | (2,155) |
| Depreciation and impairment of tangible fixed assets | 229,991 | 116,110 |
| Movements in working capital: | | |
| (Increase)/decrease in stocks | (34,187) | 6,860 |
| Decrease/(increase) in debtors | 124,748 | (334,861) |
| Increase in creditors | 725,393 | 647,069 |
| Increase in deferred income | 67,216 | 67,671 |
| **Cash generated from operations** | 1,110,902 | 763,743 |

**26 Cash generated from operations - Charity**

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Surplus for the year | 221,823 | 267,534 |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (18,268) | (2,155) |
| Depreciation and impairment of tangible fixed assets | 229,991 | 116,110 |
| Movements in working capital: | | |
| (Increase)/decrease in stocks | (12,262) | 6,860 |
| (Increase) in debtors | (94,512) | (341,337) |
| Increase in creditors | 699,143 | 649,060 |
| Increase in deferred income | 67,216 | 67,671 |
| **Cash generated from operations** | 1,093,131 | 763,743 |

**26 Analysis of changes in net funds**

| | At 1 April 2024 | Cash flows | At 31 March 2025 |
|---|---|---|---|
| | £ | £ | £ |
| **Group** | | | |
| Cash at bank and in hand | 1,524,272 | 855,829 | 2,380,101 |
| | 1,524,272 | 855,829 | 2,380,101 |

| | At 1 April 2024 | Cash flows | At 31 March 2025 |
|---|---|---|---|
| | £ | £ | £ |
| **Company** | | | |
| Cash at bank and in hand | 1,524,272 | 837,958 | 2,362,230 |
| | 1,524,272 | 837,958 | 2,362,230 |

The charity and its subsidiaries had no material debt during the year.

**LEISURE FOCUS TRUST**

England & Wales - Charity number 1190095

# Accounts

Charity registration number 1190095

# LEISURE FOCUS TRUST

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 MARCH 2024

# LEISURE FOCUS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | Ms S J Anstiss<br>Mr T J Wheeler<br>Mrs N Dutton<br>Mr C Joyce<br>Mr S Franks |
| **Chair** | Mr A Moorehouse |
| **Charity number** | 1190095 |
| **Principal address** | Windsor Leisure Centre<br>Stovell Road<br>WINDSOR<br>SL4 5JB |
| **Auditor** | Craufurd Hale Audit Services Limited<br>C/O Craufurd Hale Group<br>Ground Floor, Arena Court<br>Crown Lane<br>MAIDENHEAD<br>SL6 8QZ |

# LEISURE FOCUS TRUST

## CONTENTS


| | Page |
|---|---|
| Trustees report | 1 - 11 |
| Independent auditor's report | 12 - 15 |
| Statement of financial activities | 16 |
| Balance sheet | 17 |
| Statement of cash flows | 18 |
| Notes to the financial statements | 19 - 31 |

# LEISURE FOCUS TRUST

## TRUSTEES REPORT

## *FOR THE YEAR ENDED 31 MARCH 2024*

The trustees present their annual report and financial statements for the year ended 31 March 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 Charities Act 2011 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)".

**Objectives and activities**
The charity's objects are as follows:

•To ensure the safety of all visitors and staff that use our sites
•To communicate with local stakeholders and engage all members of our local community into an active lifestyle
•To increase visitor numbers year on year through innovative programming
•To manage the council's assets to maximise the benefits of services

**Our missions and values**

**Our mission**
To provide excellent service and value to the communities which we serve.

**Our values**
In every role, across every site, our staff are the 'face' of Leisure Focus. Together, we:

•Focus on the Customer
•Approach everything systematically
•Collaborate to achieve
•Exceed expectation

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

**Public Benefit**
The trustees have considered the guidance offered by the Charity Commission on public benefit and are confident that the objectives of the charity, as stated above, fall under the purposes defined by section 17 of the Charities Act 2011.

**Introduction**
The annual service report will provide information on the centres operated by Leisure Focus within the Royal Borough of Windsor and Maidenhead (RBWM). The contract commenced on the 1st August 2020.

Windsor Leisure Centre - Facilities include:

- 150 Station Gym
- 25m Swimming Pool
- Learner/Leisure Pool
- All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- The Avenue Café
- 3 Group Fitness Studios
- Group Cycling Studio

Braywick Leisure Centre - Facilities include:

- 150 Station Gym
- 2 Group Fitness Studios
- 25m Swimming Pool
- Leisure Pool
- Outdoor Courts
- 4G & 3G All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- Theatre
- Squash courts
- The Avenue Café
- Meeting room
- Golf simulator room

Charters Leisure Centre - Facilities include:

- 48 Station Gym
- Group Exercise Studio
- 4 Tennis Courts
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Squash Courts

Cox Green Leisure Centre - Facilities include:

- 42 Station Gym
- Group Exercise Studio
- All-Weather Pitch
- 3 Tennis Courts
- 4 Court Sports Hall
- Boxing room

Furze Platt Leisure Centre - Facilities include:

- 60 Station Gym
- Group Fitness Studio
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Tennis Courts

**Achievements and performance**
The service period was from 1st April 2023 to 31st March 2024. It was the Fourth year of the partnership with the Royal Borough of Windsor and Maidenhead (RBWM).

The Fourth year of the partnership ran from 1st August 2023 to 31st March 2024. The Trust faced external risk that challenged the business financially, with record inflation rates and continued high utility costs, the cost of living crisis impacted consumer spend. The trust enabled new strategies to drive down utility consumption and ensured the product offering was attractive and affordable for our community.

During this service period, the key highlights were the redevelopment of the Windsor gym to the Windsor club, the growth in the swim lesson programme, the continued growth and partnership building within our active communities programme and the events developed because of the partnership built.

Overall, the Trust ended the service period with an established stable financial and operational position that will support the medium and longer term forecast of the trust operations.

In the service period 1st April 2023 - 31st March 2024, the Trust focussed on continued business growth from significant facility investment including Windsor Leisure Centre gym and business diversification which included activities such as junior netball classes, group exercise classes for members, special pool parties and new menus in the cafes.

Events
Leisure Focus expanded the event programme with a range of sporting and cultural events taking place throughout the service period. One particular highlight was hosting the widely recognised Comic-Con, attracting over 1000 visitors.

Environmental Management
Leisure Focus had a real focus on education and awareness on the sustainability goals for staff. Along with acquisition of stark ID and CHP efficiencies saw 10% consumption reduction.

Swimming Lessons
Continued growth of the Swimming lesson programme. Increasing participation by over 400 more swimmers.

Health & Safety
Leisure Focus is in the process of ISO14001 accreditation to further recognise the strength of our health and safety systems.

Children's Activities
Introduction of VR gaming to Braywick Leisure Centre has provided new attractions to the community. The trust has provided more activities during school holidays with inflatable aqua runs and bounce and lay sessions. Supplemented by our core business activities such as leisure swim, holiday camps, parties and roller focus.

Training Partnership
New partnership set up with ways into work. Along with working with external training provider Lifetime, the trust now has over 10 apprentices and 3 ways into work scheme employees.

Sports Development
Leisure Focus has grown its sports development offering with netball classes beginning at Furze Platt and Windsor, to go alongside those activities already up and running, has seen the development of classes within the active community programmes and hosting events in partnership with London Irish.

**Social Media and digital**
The trust continued to increase Facebook subscribers, and set up new platforms on YouTube, Instagram and Snapchat. The trust provided more edutainment content to all the users. During this period the Leisure Focus app gained increased user, reaching over 10,000 users.

**National Campaigns**
Another successful delivery by Leisure Focus was on the national campaign of the 'Drowning Prevention' week; also known as the Water Safety Campaign. It is supported by Swim England and the Royal Life Saving Society (RLSS). The campaign helped educate children about the dangers of swimming in open water such as lakes, rivers and instead to swim in safer environments, such as their local swimming pool. Information was shared with all local schools with the opportunity for Leisure Focus staff to deliver presentations.

**Availability and service**
Opening hours during 2024: the centres have operated as per the contract opening hours schedule.

**Activity Programming**
Leisure Focus has delivered a wide and varied programme to ensure the key performance indicators of the contract are met. The programmes have maximised usage of all facilities within the scope of the centres. The timetable continues to operate flexible, imaginative and varied activities with easy access and equipment for all sections of the community. Leisure Focus has operated a number of corporate and local promotions/initiatives aimed at raising awareness and increasing participation, examples can be seen below.

**Gym**
A number of promotions have been operated throughout the year to raise awareness and increase opportunities for participation in the fitness studios and include: Refer A Friend, and VIP passes. A new refugee membership was set up, with the initial months being discounted to provide opportunity for the refugee community to exercise without barriers.

**Generations Junior Gym**
Access continues to be a popular activity across the 5 centres. The sessions offer supervised fitness suite access for those aged 13-16. Sessions aim to improve fitness, encourage physical activity amongst young people, reduce childhood obesity and promote social interaction in a positive environment.

**Group Fitness**
The programme offers over 200 classes per week across the leisure centres. Adapting new innovative classes to the programme, such as stretch and strength and empower the classes.

**Junior Sports**
A number of new sessions were added to the schedule, introducing more netball, more bounce and play toddler sessions and expanding the home education activity programme. In addition, new slots were made available to support expansion of existing clubs.

**FANS**
The FANS scheme (Free Access for National Sportspeople) - 5 athletes used the facilities free of charge to help their training, compared to 3 the previous year.

**GP referral**
The exercise referral scheme operates from Windsor and Braywick Leisure Centre's and includes a programme of prescribed gym, swim and aerobic activities with ongoing support from a fully qualified fitness professional. The aim of the scheme is to encourage, educate and improve regular participation in physical activity in patients who are at risk to the development of disease and disability. The programme is popular with group exercise classes also operating to compliment the package. Working with public health and school nurses the GP referral team have been working to expand referrals to exercise. The GP referral scheme continued to develop with the increase in cardiac classes across Windsor and Maidenhead.

**Events**
Promotion of Events that performed to a collective audience of over 19,000 in the service period. Shows included concert performances, bodybuilding, fitness events, family activities, children entertainment shows, dance shows, pantomime, wrestling events, martial arts, athletics events and a number of presentations and faith meetings.

**School Swimming**
Leisure Focus works in partnership with Swim England to provide the swim programme that caters for all abilities and ages. The Swim Coordinators are directly targeting schools to offer assistance and highlight the school swimming project to help reduce the percentage of non- swimmers in the area.

**Swimming**
The Swim lesson programme gives real value for money with quality teaching and additional free swimming to all children on any visit to our facilities to encourage participation. All members on the programme can benefit from unlimited swimming at both Windsor and Braywick during all public swimming times.

**Pricing**
Leisure Focus conducts an annual price review. Each year, proposed new pricing structures are submitted based on the current consumer market and local demand. Core prices for the service period are presented to the council for approval. Price rises are based on Sept RPI, in advance of January.

Leisure Focus works very closely with RBWM in targeting disadvantaged groups through concessionary pricing.

Groups targeted include:

- Public swimming /over 60s swimming
- Fitness studio usage
- Sport participation
- Junior activities
- Women and girls
- Medical referrals
- Disabled user groups

The use of promotions and vouchers were also implemented to encourage participation and include:

- Facebook promotion and awareness.
- Attendance at local events
- Partnership with local partners in the town centres
- Online trial memberships and online passes.
- Online memberships for Swim and gym
- Open days held at the leisure centres.
- Annual promotional offers for swimming and gym membership.
- Group fitness offers.
- Free days passes to trial the fitness and studio programme.
- New Family membership offering value for money for families.
- Option for a fixed or flexi memberships to provide more options to customers.
- Weekend and quiet period activity promotions
- Free taster sessions to encourage Participation.
- 'Referral' promotions - through existing members referring new members they are rewarded for their loyalty with a number of prizes
- Summer promotion for junior and student memberships
- Promotion for junior all weather pitch football use.
- Drowning Prevention water campaign - 'summer offers'.

**Health and Safety**
Leisure Focus continues to report monthly on all matters relating to health and safety. With improvements through digital transformation by moving inspection checklists from paper to electronic, with particular focus on automation. Throughout the service period there has been external and internal audits carried out, which have reported a positive culture on health and safety. Internal six-monthly health and safety audits were also carried out and respective action plans developed. These plans are reviewed every six months at the sites' health and safety committee meetings. During this service period the trust has progressed further to the final stages of ISO45001 as part of the accreditation process.

There has been continual investment in training for all employees, ensuring key personnel are competent and qualified in health and safety. With Duty Managers from each site attending a 3 day IOSH managing safety course. The online training via Human Focus, flow and safeguarding e-learning has further improved by releasing an additional 4 training modules for our staff.

The Institute of Qualified Lifeguards (IQL) training portal is an online management tool to support the sites operation delivery and record keeping of lifeguard training competencies. The start of 2024 saw ongoing staff training moved to the new Ta-da digital platform provided by IQL. Monthly, the General managers report and analyse trends at site level, which is discussed at their department meetings. The electronic accident and incident reporting system has provided a comprehensive template for the reporting and monitoring of accidents and incidents.

The Chief Executive, the Compliance Manager, and Contract Manager with General Managers monitor significant accident reports and trends.

**Equipment**
All equipment is maintained through the Planned Preventative Maintenance schedule (PPM). Throughout the service period, contractors and suppliers have been reviewed to ensure equipment servicing and maintenance is carried out in a timely manner.

**MONTHLY PERFORMANCE**

**Customer Feedback**
As a means of measuring customer satisfaction, each centre actively encourages direct internal customer feedback through verbal comments, through the website (www.leisurefocus.org.uk) and direct email.

**Umbrella insight**
Leisure Focus has a very proactive approach to customer feedback. In addition, the management team actively gather, monitor and report on customer feedback each month. There are many ways customers can provide us with feedback, including:

- Completion of a customer comment card
- Speaking to a member of staff
- Writing to the managers
- Making a verbal comment at reception
- Leisure Focus Facebook pages
- Emailing the centre
- Leisure Focus Twitter pages
- Leisure focus is part of unofficial groups and forums to actively seek feedback.

During the service period we have commissioned an external agency to complete independent mystery shopper visit/reports providing comprehensive information about email responses, telephone calls and tours of the leisure centres to understand better areas for improvement with regards to engaging with customers and improving customer service levels.

We have developed our post joining email campaign for customers, to capture greater detail on their experiences and to ensure they are effectively using their membership.

**Cleaning**
Daily monitoring is carried out in all areas to ensure the centres conform to the cleaning standards. All rotas are under constant review to redeploy resources effectively and efficiently. The digital transformation with electronic check sheets has allowed greater transparency across the organisation and improved task resolution completions. Leisure Focus works closely with RBWM to ensure the cleaning standards are adhered to. This is completed through regular unannounced elected members and client visits, internal quality reviews and use of mystery shopper visits for continuous improvement. We continue to review cleanliness daily and review cleaning regimes and staff rotas to redeploy staff effectively, based on demand.

**Monthly Leisure Report**
Each month Leisure Focus issues a comprehensive update to the RBWM contract manager. These updates are delivered during the contract management monthly performance monitoring meetings: The monthly KPI's include:

- Accidents and Incidents
- Attendance
- Membership collections
- Marketing and Promotion
- Service Improvement
- Maintenance and Monitoring
- Health and Safety
- Planned Preventative Maintenance

During the monthly meetings, the RBWM contract manager monitors each centre to ensure compliance with the contract documentation and standards expected.

**ANNUAL PERFORMANCE**

**Customer Usage**
During the report period there were circa 2.5 million visits made to the centres managed by Leisure Focus.

**GP Referral**
At the end of 2023/24, there were 115 members registered to the GP referral scheme. The scheme restarted throughout the service period. Currently there are 26 surgeries and referral centres across the Borough.

**Partnership Working**
Partnership with IOS to deliver a number of industry qualifications including Level One and Level Two Swim Teaching, and Pool Plant Operators courses.

Working in partnership with Gym Flex targeting corporate businesses and employees. Partnership working with clubs to provide signposting and pathway for customers to access clubs.

On going development of the safeguarding children, vulnerable adults, enhanced further with Leisure focus's - eLearning safeguarding module purchased.

Capital investment to improve and upgrade facilities and equipment in general via partnership with RBWM for example the Windsor club development.

Development of online training with Human Focus that utilises an online video based training system to ensure a higher consistency and quality of staff training.

Further partnership working with key external stakeholders i.e. National Governing Bodies, youth services, primary care trusts, police and care facilities.

Development of marketing material to promote and create greater awareness of the leisure centres' services and implementation of social media as a marketing platform.

Working in partnership with the dual use schools to reduce energy consumption. Continue to monitor trends within the industry.

Leisure Focus remains committed to reducing its carbon footprint. Throughout the year there has been continued focus on the following key objectives:

- Planted a tree for every gym membership sold in May
- Continued to monitor smart meter data to review consumption and identify best practice
- Energy surveys have reviewed to make improvements in energy management and carbon reduction
- Café operations changed products to reduce plastics
- Internal action plans for energy management
- Carried out overnight audits for energy consumption

The training includes National Pool Lifeguard Qualification modules to maintain the lifeguard qualification. Leisure Focus has also delivered a number of training sessions for its staff across the contract including:

- Customer service training
- Health and safety training
- Human resource training
- Human Focus training
- Fire warden training
- Sales training
- Booking systems & online booking training
- Diversity and equality training
- Finance and budget training
- Health and safety training
- Social media training
- Safeguarding training
- Lifeguard behaviour training

**Future Developments**
In 2024, Leisure Focus Trust has embarked on significant initiatives to enhance its service offerings and community engagement. We have developed the menu at Braywick leisure centre offering a new hot counter option. We will be investing in gym equipment across the Dual sites. To continue our sustainability project we will continue to transfer our flood lights to LED.

As part of the procurement process for the new contract commencing on 1st April 2025 for a period of 15 years, Leisure Focus has presented to RBWM the future developments for all the sites across the Borough. These include the development of the gym at Braywick to the Braywick club including adding a mezzanine floor, the installation of a soft play facility, the development of LF now at cox green to increase its opening hours, Furze Platt and Charters leisure centre with new flooring and new gym equipment.

A notable development is the establishment of two subsidiary companies: Get in Focus Media and Thaam (operating name TDSS).
Get in Focus Media is a new venture aimed at enhancing the Trust's communication strategies and community outreach. This subsidiary focuses on producing high-quality content to promote health, wellness, and active lifestyles within the community. By leveraging modern media platforms, Get in Focus Media seeks to increase awareness of the Trust's programs and services, thereby encouraging greater community participation, as well as work with partners on new campaigns

In October 2024, Olympic champion Tom Dean inaugurated the Tom Dean Swim Schools (TDSS) project at Braywick Leisure Centre in Maidenhead. This initiative aims to support community centers nationwide by providing accessible and affordable swimming lessons. The program is designed to cater to individuals of all ages, with a particular focus on children from underprivileged backgrounds. In partnership with the Royal Foundation of the Prince and Princess of Wales, the project offers 1,000 free-to-learn swimming packages for children. The Swim School sessions are being rolled out at participating leisure centres and community pools across the country, with an ambitious goal of enrolling over 12,000 participants by the end of the year.

**Potential Risk to the Business**
One of the main potential risks to the operations of Leisure focus is the ongoing uncertainty regarding the cost of living crises, whether this will affect the customer spend within the leisure centres. Also, the price increase on suppliers which will in turn increase expenditure on the trust.

There has also been uncertainty regarding the cost of utilities and ensuring we get the best price available across all the sites.

**Going concern**
The Trust reported a surplus for the year of £267,534 (2023: £366,778). At the balance sheet date the Trust had unrestricted reserves of £1,270,317 (2023: £1,002,783).

Following a tendering process with RBWM, a new service contract has been awarded until at least 31 March 2040.

The trust has also secured a 20 year contract to operate future leisure activities at Newlands School. This started operations in January 2025.

There continues to be an increase in growth in gym membership and swimming lessons as well as block bookings for astro pitch and court hire.

The trustees have reviewed the latest financial information and prepared forecasts identifying all known contractual cash commitments to at least 31 March 2026 and compared this to current cash holdings. The trustees have not identified any going concern conditions in their reviews that may impact on the going concern assumption used in preparing these financial statements. Based on these budgets and forecasts, and results for the past 12 months, the trustees are confident that there is adequate funds to continue operations as well as to fund future developments which will assist in the furtherance of the Trusts charitable objectives.

Based on the above, the trustees have concluded that there are no material uncertainties that lead to significant doubt upon the Trusts ability to continue as a going concern and therefore the trustees believe that it remains appropriate to prepare the financial statements on the going concern basis.

**Financial review**
The total income for the period was £10,495,357 (2023: £9,854,827). Of this, £9,524,267 (2023: £8,946,816) was received with respect to the charitable activities of the charity such as fitness/centre memberships, facility hire, swimming courses and pool hire. Total resources expended were £10,227,823 (2023: £9,488,049). The expenditure on charitable activities was £9,151,985 (2023: £8,657,094) . The main cost of the charity were salary costs which totalled £4,017,832 (2023: £3,729,884) for the period. The resulting net movement of funds was a surplus of £267,534 (2023: £366,778).

**Reserves policy**
It is the policy of the Trust 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 Trust'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 period.

The Trustees have designated £564,177 of the restricted funds to be used on future developments of the centres. The Trust is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

Leisure Focus Trust plans to continue to grow and look to increase its portfolio with respect to the number of sites that it manages. Following a tendering process with RBWM, the Trust has been awarded a new service agreement to at least 31 March 2040.

**Structure, governance and management**
The Trust is a charitable incorporated organisation registered with the Charity Commission. The Trust was incorporated on 24 June 2020 and began its operations in August 2020.

The trustees who served during the year and up to the date of signature of the financial statements were:

Mr A Moorehouse (Chair)
Ms S J Anstiss
Mr T J Wheeler
Mrs N Dutton
Mr C Joyce
Mr S Franks

All trustees give their time voluntarily and receive no benefits from the charity. The trustees are highly motivated to ensure that the Board has the necessary spread of skills and expertise to ensure good governance.

The recruitment of the trustees is carried out by Ocean Edge who have been appointed to manage the recruitment process for Leisure Focus Trust. They prepare the requirements and then advertise them. From here the existing Trustees then shortlist the applicants.

There is an induction process in place for new trustees and ongoing training to enable all trustees to keep up to date with changes in regulation and/or good practice.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the Trust and guarantee to contribute £1 in the event of a winding up.

**Statement of trustees responsibilities**
The trustees 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).

The law applicable to charities in England and Wales 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 of the charity for that period.

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 sufficient 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 200S and the provisions of the trust deed. 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.

## TRUSTEES REPORT (CONTINUED)

*FOR THE YEAR ENDED 31 MARCH 2024*

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees report was approved by the Board of Trustees.

.....

Mr T J Wheeler

**Trustee**

Date: 31st Jan 2025

# LEISURE FOCUS TRUST

## INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF LEISURE FOCUS TRUST

### Opinion

We have audited the financial statements of Leisure Focus Trust (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 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 Charities Act 2011.

### 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 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 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.

**Fraud and breaches of laws and regulations - ability to detect**
*Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:
- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the charitable objectives of the charity.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make in appropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including identifying journal entries to test based on risk criteria and comparing identified entries to supporting documentation. These included those posted to unrelated accounts, those posted containing key words, and those posted to an account linked to a fraud risk.

*Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, and through discussions with the trustees and other management (as required by auditing standards), and from inspection of the Charity's regulatory and legal correspondence and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation) and tax legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

We did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

*Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

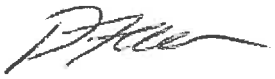
In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)
## TO THE TRUSTEES OF LEISURE FOCUS TRUST

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 charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Paul Fagan FCCA (Senior Statutory Auditor)**
**for and on behalf of Craufurd Hale Audit Services Limited**

31.01.2024

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

C/O Craufurd Hale Group
Ground Floor, Arena Court
Crown Lane
MAIDENHEAD
SL6 8QZ

# LEISURE FOCUS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

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

| | Notes | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|---|
| **Income from:** | | | |
| Membership fees and activities | 2 | 9,524,267 | 8,946,816 |
| Shop and other sales income | 3 | 968,935 | 901,691 |
| Investments | 4 | 2,155 | 551 |
| Special grants and COVID related income | 5 | - | 5,769 |
| **Total income** | | 10,495,357 | 9,854,827 |
| **Expenditure on:** | | | |
| Raising funds | 6 | 1,075,838 | 830,955 |
| Charitable activities | 7 | 9,151,985 | 8,657,094 |
| **Total resources expended** | | 10,227,823 | 9,488,049 |
| **Net income for the year/ Net movement in funds** | | 267,534 | 366,778 |
| Fund balances at 1 April 2023 | | 1,002,783 | 636,005 |
| **Fund balances at 31 March 2024** | | 1,270,317 | 1,002,783 |

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

# LEISURE FOCUS TRUST

## BALANCE SHEET

### *AS AT 31 MARCH 2024*

| | Notes | 2024 £ | 2024 £ | 2023 £ | 2023 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 13 | | 745,547 | | 291,398 |
| Investments | 14 | | 100 | | 100 |
| | | | 745,647 | | 291,498 |
| **Current assets** | | | | | |
| Stocks | 15 | 48,529 | | 55,389 | |
| Debtors | 16 | 806,770 | | 465,433 | |
| Cash at bank and in hand | | 1,524,272 | | 1,328,633 | |
| | | 2,379,571 | | 1,849,455 | |
| **Creditors: amounts falling due within one year** | 17 | (1,854,901) | | (1,138,170) | |
| **Net current assets** | | | 524,670 | | 711,285 |
| **Total assets less current liabilities** | | | 1,270,317 | | 1,002,783 |
| **Net assets excluding pension liability** | | | 1,270,317 | | 1,002,783 |
| **The funds of the charity** | | | | | |
| Unrestricted funds | | | 1,270,317 | | 1,002,783 |
| | | | 1,270,317 | | 1,002,783 |

The financial statements were approved by the trustees on 31st Jan 2025

.....

Mr T J Wheeler
**Trustee**

# LEISURE FOCUS TRUST

## STATEMENT OF CASH FLOWS

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

| | Notes | 2024 £ | 2024 £ | 2023 £ | 2023 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash generated from operations | **24** | | 763,743 | | 410,075 |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (570,259) | | (193,125) | |
| Investment income received | | 2,155 | | 551 | |
| **Net cash used in investing activities** | | | (568,104) | | (192,574) |
| **Net cash used in financing activities** | | | - | | - |
| **Net increase in cash and cash equivalents** | | | 195,639 | | 217,501 |
| Cash and cash equivalents at beginning of year | | | 1,328,633 | | 1,111,132 |
| **Cash and cash equivalents at end of year** | | | 1,524,272 | | 1,328,633 |

## 1 Accounting policies

**Charity information**

Leisure Focus Trust is a not-for-profit Charitable Incorporated Organisation (CIO), having no share capital. The charity is registered in England and Wales. The registered office is Windsor Leisure Centre, Stovell Road, Windsor, SL4 5JB.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, 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)". 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.

The Trust reported a surplus for the year of £267,534 (2023: £366,778). At the balance sheet date the Trust had unrestricted reserves of £1,270,317 (2023: £1,002,783).

Following a tendering process with RBWM, a new service contract has been awarded until at least 31 March 2040.

The trust has also secured a 20 year contract to operate future leisure activities at Newlands School. This started operations in January 2025.

There continues to be an increase in growth in gym membership and swimming lessons as well as block bookings for astro pitch and court hire.

The trustees have reviewed the latest financial information and prepared forecasts identifying all known contractual cash commitments to at least 31 March 2026 and compared this to current cash holdings. The trustees have not identified any going concern conditions in their reviews that may impact on the going concern assumption used in preparing these financial statements. Based on these budgets and forecasts, and results for the past 12 months, the trustees are confident that there is adequate funds to continue operations as well as to fund future developments which will assist in the furtherance of the Trusts charitable objectives.

Based on the above, the trustees have concluded that there are no material uncertainties that lead to significant doubt upon the Trusts ability to continue as a going concern and therefore the trustees believe that it remains appropriate to prepare the financial statements on the going concern basis.

### 1.3 Charitable funds

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

**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.

Income from membership is recognised on a straight line basis over the period covered by the membership.

Income from the operation of catering, vending and the sale of clothing and equipment is recognised as income in the period in which the charity becomes entitled to the receipt.

Hire of facilities and equipment is recognised in the period to which the hire transpires.

Revenue grants receivable are recognised in the Statement of Financial Activities when there is evidence of entitlement, receipt is probable and its amount can be measured reliably.

**1.5 Expenditure**

Expenditure is included on an accruals basis and has been classified under headings that aggregate all costs related to the category.

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. Staff costs are allocated on the basis of time spent.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include finance, payroll and governance costs which support the charity in delivering its charitable objectives. These costs have been allocated entirely to charitable activities as these are deemed to be for charitable purposes.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation.

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

| | |
|---|---|
| Leasehold land and buildings | 20% straight line |
| Plant and equipment | 25% straight line |
| Fixtures and fittings | 20% straight line |
| Computers | 25% straight line |

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

**1.7 Fixed asset investment**

Fixed asset investments are initially measured at transaction price excluding transaction costs. Transaction costs are expensed as incurred.

Fixed asset investments represents shares held in a subsidiary company.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

**1.8 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).

**1.9 Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

**1.10 Cash and cash equivalents**

Cash and cash equivalents are basic financial assets and represents cash in hand.

**1.11 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

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

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price including transaction costs. Financial assets are classified as receivable within one year and are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are recognised at transaction price. Financial liabilities are classified as payable within one year and are not amortised.

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 on the basis that payment is due within one year or less.

***Derecognition of financial liabilities***

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

**1.12 Taxation**

The charity, as a charity, is not liable for assessment to tax on its income and gains to the extent that they are applied to its charitable objectives.

**1.13 Employee benefits**

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

## 1 Accounting policies (Continued)

### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

As detailed in note 18, the charity contributes to a LGPS scheme, a defined benefit scheme. On the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM, payments to this scheme are charged as an expense as they fall due.

## 2 Membership fees and activities

| | Charitable Income 2024 | Total 2024 | Charitable Income 2023 | Total 2023 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Fitness memberships | 4,254,356 | 4,254,356 | 4,063,777 | 4,063,777 |
| Fitness other | 213,707 | 213,707 | 177,396 | 177,396 |
| Indoor activities | 455,318 | 455,318 | 416,575 | 416,575 |
| Outdoor activities | 441,782 | 441,782 | 444,926 | 444,926 |
| Tennis | 20,044 | 20,044 | 19,606 | 19,606 |
| Swimming pool pay and play | 1,331,619 | 1,331,619 | 1,304,202 | 1,304,202 |
| Swimming pool hire | 333,236 | 333,236 | 335,494 | 335,494 |
| Swimming courses | 1,421,752 | 1,421,752 | 1,232,959 | 1,232,959 |
| Swimming memberships | 268,895 | 268,895 | 244,601 | 244,601 |
| Facility Hire and hire of equipment | 596,637 | 596,637 | 529,369 | 529,369 |
| Childrens activities | 44,129 | 44,129 | 45,617 | 45,617 |
| Miscellaneous | 142,792 | 142,792 | 132,294 | 132,294 |
| | 9,524,267 | 9,524,267 | 8,946,816 | 8,946,816 |

## 3 Shop and other sales income

| | Unrestricted funds 2024 | Unrestricted funds 2023 |
|---|---|---|
| | £ | £ |
| Sale of goods - Catering | 718,242 | 621,215 |
| Sale of goods - Vending | 66,318 | 56,259 |
| Sale of goods - Clothing and equipment | 176,262 | 194,831 |
| Sale of goods - Other | 8,113 | 29,386 |
| Other trading activities | 968,935 | 901,691 |

## 4 Income from investments

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|
| Interest receivable | 2,155 | 551 |

## 5 Special grants and COVID related income

| | Total 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|
| General grants | - | 5,769 |

## 6 Raising funds

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|---|---|---|
| Sale of good purchases | 6,906 | 18,631 |
| Cost of food | 400,464 | 309,516 |
| Cost of beverages | 45,352 | 54,315 |
| Cost of clothing | 111,759 | 120,387 |
| Opening stock | 55,389 | 39,826 |
| Closing stock | (48,529) | (55,389) |
| Cost of goods sold | 571,341 | 487,286 |
| Marketing and advertising costs | 52,876 | 56,121 |
| Staff costs (note 11) | 451,621 | 287,548 |
| | 1,075,838 | 830,955 |

## 7 Charitable activities

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Staff costs (note 10) | 3,208,889 | 3,040,915 |
| Depreciation and impairment | 116,110 | 58,246 |
| Self employed coaches | 291,464 | 274,891 |
| Travel and subsistence | 11,851 | 5,935 |
| Training | 58,389 | 34,744 |
| Cleaning | 166,681 | 188,722 |
| Maintenance and repairs | 334,152 | 289,529 |
| Computer costs | 145,985 | 157,794 |
| Insurance | 163,885 | 135,986 |
| Printing, postage and stationary | 17,455 | 16,920 |
| Rates | 1,119,610 | 1,044,384 |
| Health and Safety | 14,282 | 10,235 |
| Legal and professional | 33,232 | 52,512 |
| Bank charges | 59,197 | 10,568 |
| Small assets and consumables | 79,050 | 53,795 |
| Telephone | 41,183 | 42,200 |
| Partial VAT exemptions | 566,489 | 508,577 |
| Licences | 59,301 | 40,106 |
| Terminal charges | 34,429 | 33,538 |
| Miscellaneous expenses | 24,383 | 6,683 |
| Rent | 2,130,291 | 2,130,291 |
| | 8,676,308 | 8,136,571 |
| Share of support costs (see note 8) | 357,323 | 401,421 |
| Share of governance costs (see note 8) | 118,354 | 119,102 |
| | 9,151,985 | 8,657,094 |

## 8 Support costs

| | Support costs | Governance costs | 2024 | 2023 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Staff costs (note 11) | 357,322 | - | 357,322 | 401,421 |
| Audit fees | - | 16,990 | 16,990 | 14,000 |
| Legal and professional | - | 92,541 | 92,541 | 91,979 |
| Bad debt | - | 8,824 | 8,824 | 13,123 |
| | 357,322 | 118,355 | 475,677 | 520,523 |
| Analysed between | | | | |
| Charitable activities | 357,323 | 118,354 | 475,677 | 520,523 |
| | 357,323 | 118,354 | 475,677 | 520,523 |

All support and governance costs are deemed to be for charitable purposes and have therefore been allocated in their entirety to charitable activities.

Governance costs includes payments to the auditors of £15,995 (2023: £14,000) for audit fees.

## 9 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 | 15,995 | 14,000 |
| Depreciation of owned tangible fixed assets | 116,110 | 58,246 |

## 10 Trustees and key management personnel

Key management personnel are regarded as the trustees, the managing director, the finance director and the compliance manager. None of the trustees received any remuneration or benefits from the Trust during the year. The total key management remuneration and benefits paid in the period totalled £202,447 (2023: £181,567). This amount includes one key management personnel who received remuneration in excess of £60,000.

Two children of one of the Trustees and one son of one of the key management personnel received remuneration during the year totalling £31,161 (2023: £3,950) which were made at an arm lengths basis.

Some of the trustees hold memberships to use the facilities of Leisure Focus Trust. These memberships are paid at the standard market rate, identical to the rates offered to the general public. These memberships are not subject to any discounts or special privileges and are therefore conducted on an arm's length basis.

## 11 Employees

The average monthly number of employees during the year was:

| | 2024 Number | 2023 Number |
|---|---|---|
| | 413 | 401 |

| Employment costs | 2024 £ | 2023 £ |
|---|---|---|
| Wages and salaries | 3,758,135 | 3,470,098 |
| Social security costs | 195,555 | 186,461 |
| Other pension costs | 64,142 | 73,325 |
| | 4,017,832 | 3,729,884 |

| Employment costs have been allocated as follows: | 2024 £ | 2023 £ |
|---|---|---|
| Raising funds (note 6) | 451,621 | 287,548 |
| Charitable activities (note 7) | 3,208,889 | 3,040,915 |
| Support costs (note 8) | 357,322 | 401,421 |
| | 4,017,832 | 3,729,884 |

Other than key management personnel as disclosed in note 10, no other employee received remuneration in excess of £60,000.

## 12 Taxation

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

## 13 Tangible fixed assets

| | Leasehold land and buildings | Plant and equipment | Fixtures and fittings | Computers | Total |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| **Cost** | | | | | |
| At 1 April 2023 | 62,291 | 12,353 | 240,482 | 46,061 | 361,187 |
| Additions | 167,496 | 11,070 | 372,521 | 19,172 | 570,259 |
| At 31 March 2024 | 229,787 | 23,423 | 613,003 | 65,233 | 931,446 |
| **Depreciation and impairment** | | | | | |
| At 1 April 2023 | 13,496 | 1,852 | 41,084 | 13,357 | 69,789 |
| Depreciation charged in the year | 24,307 | 4,715 | 72,197 | 14,891 | 116,110 |
| At 31 March 2024 | 37,803 | 6,567 | 113,281 | 28,248 | 185,899 |
| **Carrying amount** | | | | | |
| At 31 March 2024 | 191,984 | 16,856 | 499,722 | 36,985 | 745,547 |
| At 31 March 2023 | 48,795 | 10,501 | 199,398 | 32,704 | 291,398 |

## 14 Fixed asset investments

| | Other investments |
|---|---|
| **Cost or valuation** | |
| At 1 April 2023 & 31 March 2024 | 100 |
| **Carrying amount** | |
| At 31 March 2024 | 100 |
| At 31 March 2023 | 100 |

| Other investments comprise: | Notes | 2024 £ | 2023 £ |
|---|---|---|---|
| Investments in subsidiaries | 23 | 100 | 100 |

## 15 Stocks

| | 2024 £ | 2023 £ |
|---|---|---|
| Goods for resale | 48,529 | 55,389 |

## 16 Debtors

| **Amounts falling due within one year:** | 2024 £ | 2023 £ |
|---|---|---|
| Trade debtors | 530,573 | 312,965 |
| Amounts owed by fellow group undertakings | 10,772 | 5,054 |
| Other debtors | 87,051 | 44,445 |
| Prepayments and accrued income | 178,374 | 102,969 |
| | 806,770 | 465,433 |

## 17 Creditors: amounts falling due within one year

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Other taxation and social security | 87,429 | 91,581 |
| Deferred income | 325,123 | 257,452 |
| Trade creditors | 991,255 | 420,678 |
| Other creditors | 97,065 | 15,000 |
| Accruals | 354,029 | 353,459 |
| | 1,854,901 | 1,138,170 |

## 18 Retirement benefit schemes

| | 2024 | 2023 |
|---|---|---|
| **Defined contribution schemes** | £ | £ |
| Charge to profit or loss in respect of defined contribution schemes | 64,142 | 73,325 |

The charity contributes to the following pension schemes:

- 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.
- LGPS scheme, a defined benefit scheme. The assets of the scheme are held separately from those of the charity. The scheme is administered by the Royal Borough of Windsor and Maidenhead (RBWM). No provision has been provided for or disclosed within these financial statements on the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM.

## 19 Designated funds

The unrestricted funds of the charity comprise the unexpended balances of income received with respect to membership fees and activities which are not subject to specific conditions 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.

| | Balance at 1 April 2022 | Incoming resources | Balance at 1 April 2023 | Incoming resources | Balance at 31 March 2024 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Leisure centre repairs | 564,177 | - | 564,177 | - | 564,177 |
| | 564,177 | - | 564,177 | - | 564,177 |

The Trustees have designated the above funds to be used on future developments of the centres. The charity is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

**20** Operating lease commitments

**Lessee**
At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

| | 2024 £ | 2023 £ |
|---|---|---|
| Within one year | 2,576,193 | 263,344 |

**21 Events after the reporting date**

As discussed in the trustees report, following a tendering process with RBWM, the Trust has been awarded a new service agreement for at least the next 15 years to 31 March 2040.

On 23 June 2024, Thaam Limited was incorporated. The subsidiary, Leisure Focus Limited, owns 60% of the share capital of THAAM Limited.

**22 Related party transactions**

In addition to those transactions with respect to trustees and key management personnel as detailed in note 10, the charity had the following related party transactions:

During the year Leisure Focus received income for use of the pitches at the centres from Maidenhead United Women's FC totalling £1,808 (2023: £4,659), an entity in which one of the Leisure Focus Trustees is the facilities officer and a member of Leisure Focus Trusts key management personnel is the Chair. All transactions were made at an arms length basis.

At the balance sheet date the Trust was owed £10,772 (2023: £5,054) from Leisure Focus Limited, a wholly owned subsidiary of the Trust.

**23 Subsidiaries**

These financial statements are separate charity financial statements for Leisure Focus Limited.

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

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct | % Held Indirect |
|---|---|---|---|---|---|
| Leisure Focus Limited | England and Wales | Event catering | Ordinary shares | 100.00 | |

| 24 | **Cash generated from operations** | **2024** | **2023** |
|---|---|---|---|
| | | **£** | **£** |
| | Surplus for the year | 267,534 | 366,778 |
| | Adjustments for: | | |
| | Investment income recognised in statement of financial activities | (2,155) | (551) |
| | Depreciation and impairment of tangible fixed assets | 116,110 | 58,246 |
| | Movements in working capital: | | |
| | Decrease/(increase) in stocks | 6,860 | (15,563) |
| | (Increase) in debtors | (341,337) | (246,301) |
| | Increase in creditors | 649,060 | 184,897 |
| | Increase in deferred income | 67,671 | 62,569 |
| | **Cash generated from operations** | 763,743 | 410,075 |

**25 Analysis of changes in net funds**

| | **At 1 April 2023** | **Cash flows** | **At 31 March 2024** |
|---|---|---|---|
| | **£** | **£** | **£** |
| Cash at bank and in hand | 1,328,633 | 195,639 | 1,524,272 |
| | 1,328,633 | 195,639 | 1,524,272 |

The charity had no material debt during the year.

**LEISURE FOCUS TRUST**

England & Wales - Charity number 1190095

# Accounts

Charity registration number 1190095

# LEISURE FOCUS TRUST

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 MARCH 2023

# LEISURE FOCUS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | Ms S J Anstiss<br>Mr T J Wheeler<br>Mrs N Dutton<br>Mr C Joyce<br>Mr S Franks |
| **Chair** | Mr A Moorehouse |
| **Charity number** | 1190095 |
| **Principal address** | Windsor Leisure Centre<br>Stovell Road<br>WINDSOR<br>SL4 5JB |
| **Auditor** | Craufurd Hale Audit Services Limited<br>C/O Craufurd Hale Group<br>Ground Floor, Arena Court<br>Crown Lane<br>MAIDENHEAD<br>SL6 8QZ |

# LEISURE FOCUS TRUST

## CONTENTS


| | Page |
|---|---|
| Trustees report | 1 - 10 |
| Independent auditor's report | 11 - 14 |
| Statement of financial activities | 15 |
| Balance sheet | 16 |
| Statement of cash flows | 17 |
| Notes to the financial statements | 18 - 28 |

# LEISURE FOCUS TRUST

## TRUSTEES REPORT

## *FOR THE YEAR ENDED 31 MARCH 2023*

The trustees present their annual report and financial statements for the year ended 31 March 2023.

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 Charities Act 2011 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)".

**Objectives and activities**
The charity's objects are as follows:

•To ensure the safety of all visitors and staff that use our sites
•To communicate with local stakeholders and engage all members of our local community into an active lifestyle
•To increase visitor numbers year on year through innovative programming
•To manage the council's assets to maximise the benefits of services

**Our missions and values**

**Our mission**
To provide excellent service and value to the communities which we serve.

**Our values**
In every role, across every site, our staff are the 'face' of Leisure Focus. Together, we:

•Focus on the Customer
•Approach everything systematically
•Collaborate to achieve
•Exceed expectation

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

**Public Benefit**
The trustees have considered the guidance offered by the Charity Commission on public benefit and are confident that the objectives of the charity, as stated above, fall under the purposes defined by section 17 of the Charities Act 2011.

**Introduction**
The annual service report will provide information on the centres operated by Leisure Focus within the Royal Borough of Windsor and Maidenhead (RBWM). The contract commenced on the 1st August 2020.

Windsor Leisure Centre - Facilities include:
- 150 Station Gym
- 25m Swimming Pool
- Learner/Leisure Pool
- All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- The Avenue Cafe
- 3 Group Fitness Studios
- Group Cycling Studio

Braywick Leisure Centre - Facilities include:
- 150 Station Gym
- 2 Group Fitness Studios
- 25m Swimming Pool
- Leisure Pool
- Outdoor Courts
- 4G & 3G All-Weather Pitch
- Health Suite
- 8 Court Sports Hall
- Theatre
- Squash courts
- The Avenue Cafe
- Meeting room

Charters Leisure Centre - Facilities include:
- 48 Station Gym
- Group Exercise Studio
- 4 Tennis Courts
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Squash Courts

Cox Green Leisure Centre - Facilities include:
- 42 Station Gym
- Group Exercise Studio
- All-Weather Pitch
- 3 Tennis Courts
- 4 Court Sports Hall
- Boxing room

Furze Platt Leisure Centre - Facilities include:
- 60 Station Gym
- Group Fitness Studio
- 3G All-Weather Pitch
- 4 Court Sports Hall
- Tennis Courts

**Achievements and performance**
The service period was from 1st April 2022 to 31st March 2023. Another challenging period for Leisure Focus. It was the third year of the partnership with the Royal Borough of Windsor and Maidenhead (RBWM).

The third year of the partnership ran from 1st August 2022 to 31st March 2023. The Trust faced external risks that challenged the business financially, with record inflation rates, continued high utility costs, and the cost of living crisis impacted consumer spend. The trust enabled new strategies to drive down utility consumption and ensured the product offering was attractive and affordable for our community.

During this service period, the key highlights were providing a strong wellbeing and exercise referral product, continued growth in the swim school programme and hosting community partnered events.

Overall, the Trust ended the service period with an established stable financial and operational position that will support the medium and longer term forecast of the Trust's operations.

During the service period 1st April 2022 - 31st March 2023, the Trust focussed on the business growth from the impact of COVID-19 and developing wider community partnerships.

Events
Leisure Focus expanded the events programme with a range of sporting and cultural events taking place throughout the service period. One particular highlight was hosting the Berkshire school games at Braywick Leisure Centre, with 1,200 children participating from 60 schools in Berkshire.

Environmental Management
Substantial progress in the environmental management systems operated by Leisure Focus to include a fully integrated building management system. Monthly monitoring and action on energy consumption data and selecting suppliers with strong sustainable goals.

Swimming Lessons
Successful growth of the Swimming lesson programme. Increasing participation by 500 swimmers, with now 3600 swimmers on the swim lesson scheme.

Health & Safety
Great recognition of excellence during this period, Windsor and Braywick Leisure Centre achieving PWTAG Pool Mark accreditation, one of the first few hundred facilities within the country to receive the recognition.

Children's Activities
Continued partnerships to deliver school holiday activity camps with a number of providers. The trust has continued to expand on the term time and holiday children's activities, providing record number of parties and roller disco attendance.

Training Partnership
New partnership set up with ways into work. Along with working with external training provider Lifetime, the trust now have over 10 apprentices and 3 ways into work scheme employees.

Retail
New products added to the retail range, providing TY toys stalls and protein product vending machines.

Sports Development
Leisure Focus have helped raise awareness of activities available across the borough. The Trust hosted '7 day of focus' events for women and girls and disabilities across the leisure estates to help raise awareness and provide opportunity for those not yet exercising.

Social Media and Digital
The trust continued to increase Facebook subscribers, and set up new platforms on YouTube, Instagram and Snapchat. The trust provided more edutainment content to all the users. During this period the leisure focus app gained increased users, reaching over 10,000 users.

National Campaigns
Another successful delivery by Leisure Focus on the national campaign of the 'Drowning Prevention' week; also known as the Water Safety Campaign. It is supported by Swim England and the Royal Life Saving Society (RLSS). The campaign helped educate children about the dangers of swimming in open water such as lakes, rivers and instead to swim in safer environments, such as their local swimming pool. Information was shared with all local schools with the opportunity for Leisure Focus staff to deliver presentations.

Activity Programming
Leisure Focus has delivered a wide and varied programme to ensure the key performance indicators of the contract are met. The programmes have maximised usage of all facilities within the scope of the centres. The timetable continues to operate flexible, imaginative and varied activities with easy access and equipment for all sections of the community.

Leisure Focus has operated a number of corporate and local promotions/initiatives aimed at raising awareness and increasing participation, examples can be seen below.

Gym
A number of promotions have been operated throughout the year to raise awareness and increase opportunities for participation in the fitness studios and include: Refer A Friend, VIP passes. A new refugee membership was set up, with the initial months being discounted to provide opportunity for the refugee community to exercise without barriers.

Generations Junior Gym
Access continues to be a popular activity across the 5 centres. The sessions offer supervised fitness suite access for those aged 13 to 16. Sessions aim to improve fitness, encourage physical activity amongst young people, reduce childhood obesity and promote social interaction in a positive environment.

Group Fitness
The programme offers over 200 classes per week across the leisure centres, with over 140,000 attendees. Adapting new innovative classes to the programme, such as Hybrid X and workout of the day.

Junior Sports
A number of new sessions were added to the schedule, introducing more netball, more bounce and play toddler sessions and expanding the home education activity programme. In addition, new slots were made available to support expansion of existing clubs.

FANS
The FANS scheme (Free Access for National Sportspeople) involved three athletes using the facilities free of charge to help their training, compared to four in the previous period.

GP Referral
The Steps to Health exercise referral scheme operates from Windsor and Braywick Leisure Centre's and includes a programme of prescribed gym, swim and aerobic activities with ongoing support from a fully qualified fitness professional. The aim of the scheme is to encourage, educate and improve regular participation in physical activity in patients who are at risk to the development of disease and disability. The programme is popular with group exercise classes also operating to compliment the package. Working with public health and school nurses, the GP referral team have been working to expand referrals to exercise.

Events
Promotion of events performed to a collective audience of over 14,000 in the service period. Shows included concert performances, bodybuilding, fitness events, family activities, children entertainment shows, dance shows, pantomime, wrestling events, martial arts, athletics events and a number of presentations and faith meetings.

School Swimming
Leisure Focus works in partnership with Swim England to provide the swim programme that caters for all abilities and ages. The Swim Coordinators are directly targeting schools to offer assistance and highlight the school swimming project to help reduce the percentage of non- swimmers in the area.

Swimming
The Swim lesson programme gives real value for money with quality teaching and additional free swimming to all children on any visit to our facilities to encourage participation. All members on the programme can benefit from unlimited swimming at both Windsor and Braywick during all public swimming times.

Pricing
Leisure Focus conducts an annual price review. Each year, proposed new pricing structures are submitted based on the current consumer market and local demand. Core prices for the service period are presented to the council for approval. Price rises are based on Sept RPI, in advance of January.

Leisure Focus works very closely with RBWM in targeting disadvantaged groups through concessionary pricing.

Groups targeted include:

- Public swimming /over 60s swimming
- Fitness studio usage
- Sport participation
- Junior activities
- Women and girls
- Medical referrals
- Disabled user groups

The use of promotions and vouchers were also implemented in the period to encourage participation and include:

- Facebook promotion and awareness
- Attendance at local events
- Partnership with local partners in the town centres
- Online trial memberships and online passes
- Online memberships for swim and gym
- Open days held at the leisure centres
- Annual promotional offers for swimming and gym membership
- Group fitness offers
- Free days passes to trial the fitness and studio programme
- New Family membership offering value for money for families
- Option for a fixed or flexi memberships to provide more options to customers
- Generations membership for 11-15 year olds
- Weekend and quiet period activity promotions
- Free taster sessions to encourage participation.
- 'Referral' promotions - through existing members referring new members they are rewarded for their loyalty with a number of prizes
- Summer promotion for junior and student memberships
- Promotion for junior all weather pitch football use
- Drowning Prevention water campaign - 'summer offers'

**Health and Safety**
Leisure Focus continues to report monthly on all matters relating to health and safety. Throughout the service period there has been external and internal audits carried out, which have reported a positive culture on health and safety. Internal six-monthly health and safety audits were also carried out and respective action plans developed. These plans are reviewed every six months at the sites' health and safety committee meetings. Braywick and Windsor Leisure Centre achieved PWTAG Pool Mark accreditation. During this service period the trust has completed ISO45001 gap analysis ahead of ISO14001 accreditation

There has been continual investment in training for all employees, ensuring key personnel are competent and qualified in health and safety. This has been supported by online training via Human Focus, flow and safeguarding e-learning.

The Institute of Qualified Lifeguards (IQL) training portal is an online management tool to support the sites operation delivery and record keeping of lifeguard training competencies. Monthly, the General managers report and analyse trends at site level, which is discussed at their department meetings. The electronic accident and incident reporting system has provided a comprehensive template for the reporting and monitoring of accidents and incidents.

The Chief Executive, the Compliance Manager with General Managers monitor significant accident reports and trends.

All equipment is maintained through the Planned Preventative Maintenance schedule (PPM). Throughout the service period, contractors and suppliers have been reviewed to ensure equipment servicing & maintenance is carried out in a timely manner.

**Monthly Performance**

Customer Feedback
We monitor comments on a daily basis. Currently, as a means of measuring customer satisfaction, each centre actively encourages direct internal customer feedback through verbal comments, through the website (www.leisurefocus.org.uk) and direct email. In 2021, there were 64 reported complaints. This equals 1 complaint every 21,335 visits - compared to 1 every 14,000 visits reported in 2019.

Umbrella Insight
Leisure Focus has a very proactive approach to customer feedback. In addition, the management team actively gather, monitor and report on customer feedback each month. There are many ways customers can provide us with feedback, including:

- Completion of a customer comment card
- Speaking to a member of staff
- Writing to the managers
- Making a verbal comment at reception
- Leisure Focus Facebook pages
- Emailing the centre
- Leisure Focus Twitter pages
- Leisure Focus is part of unofficial groups and forums to actively seek feedback

During the service period we have commissioned an external agency to complete independent mystery shopper visit reports providing comprehensive information about email responses, telephone calls and tours of the leisure centres to understand better areas for improvement with regards to engaging with customers and improving customer service levels.

Part of the digital engagement, Leisure Focus have partnered with Umbrella Insights, a digital feedback platform for customers via the Leisure Focus app.

Cleaning
Daily monitoring is carried out in all areas to ensure the centres conform to the cleaning standards. All rotas are under constant review to redeploy resources effectively and efficiently.

Leisure Focus works closely with RBWM to ensure the cleaning standards are adhered to. This is completed through regular unannounced elected members and client visits, internal quality reviews and use of mystery shopper visits for continuous improvement. We continue to review cleanliness daily and review cleaning regimes and staff rotas to redeploy staff effectively, based on demand.

Monthly Leisure Report
Each month Leisure Focus issues a comprehensive update to the RBWM contract manager. These updates are delivered during the contract management monthly performance monitoring meetings. The monthly KPI's include:

- Accidents and Incidents
- Attendance
- Membership Collections
- Marketing and Promotion
- Service Improvement
- Maintenance and Monitoring
- Health and Safety
- Planned Preventative Maintenance

During the monthly meetings, the RBWM contract manager monitors each centre to ensure compliance with the contract documentation and standards expected.

**Annual Performance**

Customer Usage
During the report period there were 2,295,517 visits made to the centres managed by Leisure Focus.

GP Referral
At the end of 2022/23, there were 96 members registered to the GP referral scheme. The scheme restarted throughout the service period. Currently there are 26 surgeries and referral centres across the Borough.

Working in partnership, Leisure Focus staff have been funded through the Cardiac Rehabilitation Qualification BACPR.

Partnership Working
Partnership with IOS to deliver a number of industry qualifications including Level One and Level Two Swim Teaching, and Pool Plant Operators courses.

Working in partnership with Gym Flex targeting corporate businesses and employees. Partnership working with clubs to provide signposting and pathway for customers to access clubs.

Ongoing development of the safeguarding children, vulnerable adults, enhanced further with Leisure Focus's - eLearning safeguarding module purchased.

Capital investment to improve and upgrade facilities and equipment in general via partnership with RBWM.

Development of online training with Human Focus that utilises an online video based training system to ensure a higher consistency and quality of staff training.

Further partnerships working with key external stakeholders i.e. National Governing Bodies, youth services, primary care trusts, police and care facilities.

Development of marketing material to promote and create greater awareness of the leisure centres' services and implementation of social media as a marketing platform.

Working in partnership with the dual use schools to reduce energy consumption. Continue to monitor trends within the industry.

Carbon footprint
Leisure Focus remains committed to reducing its carbon footprint. Throughout the year there has been implementation and development on a number of key objectives:

- Continued to monitor smart meter data to review consumption and identify best practice
- Energy surveys have reviewed to make improvements in energy management and carbon reduction
- Cafe operations changed products to reduce plastics
- Internal action plans for energy management
- Carried out overnight audits for energy consumption

Training
The training includes National Pool Lifeguard Qualification modules to maintain the lifeguard qualification. Leisure Focus has also delivered a number of training sessions for its staff across the contract including:

- Customer service training
- Health and safety training
- Human resource training
- Human Focus training
- Fire warden training
- Sales training
- Booking systems & online booking training
- Diversity and equality training
- Finance and budget training
- Health and safety training
- Social media training
- Safeguarding training
- Lifeguard behaviour training

**Financial review**
The total income for the period was £9,854,827 (2022: £7,941,538). Of this, £8,946,816 (2022: £6,803,543) was received with respect to the charitable activities of the charity such as fitness/centre memberships, facility hire, swimming courses and pool hire. Total resources expended were £9,488,049 (2022: £7,332,789). The expenditure on charitable activities was £8,657,094 (2022: £6,740,229) . The main cost of the charity were salary costs which totalled £3,729,884 (2022: £3,551,833) for the period. The resulting net movement of funds was a surplus of £366,778 (2022: £608,749).

**Reserves policy**
It is the policy of the Trust 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 Trust'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 period.

The Trustees have designated £564,177 of the restricted funds to be used on future developments of the centres. The Trust is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

Leisure Focus Trust plans to continue to grow and look to increase its portfolio with respect to the number of sites that it manages. Currently Leisure Focus Trust only has one contract with RBWM which is due to expire on 31st March 2025.

**Structure, governance and management**
The Trust is a charitable incorporated organisation registered with the Charity Commission. The Trust was incorporated on 24 June 2020 and began its operations in August 2020.

The trustees who served during the year and up to the date of signature of the financial statements were:

Mr A Moorehouse (Chair)
Ms S J Anstiss
Mr T J Wheeler
Mrs N Dutton
Mr C Joyce
Mr S Franks

All trustees give their time voluntarily and receive no benefits from the charity. The trustees are highly motivated to ensure that the Board has the necessary spread of skills and expertise to ensure good governance.

The recruitment of the trustees is carried out by Ocean Edge who have been appointed to manage the recruitment process for Leisure Focus Trust. They prepare the requirements and then advertise them. From here the existing Trustees then shortlist the applicants.

There is an induction process in place for new trustees and ongoing training to enable all trustees to keep up to date with changes in regulation and/or good practice.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the Trust and guarantee to contribute £1 in the event of a winding up.

**Statement of trustees responsibilities**
The trustees 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).

The law applicable to charities in England and Wales 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 of the charity for that period.

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 sufficient 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 200S and the provisions of the trust deed. 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.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees report was approved by the Board of Trustees.

Mr T J Wheeler
**Trustee**

31 January 2024

# LEISURE FOCUS TRUST

## INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF LEISURE FOCUS TRUST

### Opinion

We have audited the financial statements of Leisure Focus Trust (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 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 Charities Act 2011.

### 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.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)
## TO THE TRUSTEES OF LEISURE FOCUS TRUST

**Responsibilities of trustees**

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

**Fraud and breaches of laws and regulations - ability to detect**
*Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:
- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the charitable objectives of the charity.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make in appropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including identifying journal entries to test based on risk criteria and comparing identified entries to supporting documentation. These included those posted to unrelated accounts, those posted containing key words, and those posted to an account linked to a fraud risk.

*Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, and through discussions with the trustees and other management (as required by auditing standards), and from inspection of the Charity's regulatory and legal correspondence and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation) and tax legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

We did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

*Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)
## TO THE TRUSTEES OF LEISURE FOCUS TRUST

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 charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Paul Fagan FCCA (Senior Statutory Auditor)**
**for and on behalf of Craufurd Hale Audit Services Limited**

31 January 2024

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

C/O Craufurd Hale Group
Ground Floor, Arena Court
Crown Lane
MAIDENHEAD
SL6 8QZ

# LEISURE FOCUS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

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

| | Notes | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|---|
| **Income from:** | | | |
| Membership fees and activities | 2 | 8,946,816 | 6,803,543 |
| Shop and other sales income | 3 | 901,691 | 544,594 |
| Investments | 4 | 551 | 94 |
| Special grants and COVID related income | 5 | 5,769 | 593,307 |
| **Total income** | | 9,854,827 | 7,941,538 |
| **Expenditure on:** | | | |
| Raising funds | 6 | 830,955 | 592,560 |
| Charitable activities | 7 | 8,657,094 | 6,740,229 |
| **Total resources expended** | | 9,488,049 | 7,332,789 |
| **Net income for the year/ Net movement in funds** | | 366,778 | 608,749 |
| Fund balances at 1 April 2022 | | 636,005 | 27,256 |
| **Fund balances at 31 March 2023** | | 1,002,783 | 636,005 |

With the exception of the special grants and COVID-related income, the Statement of Financial Activities reflects continuing activities.

All income and expenditure derive from continuing activities.

# LEISURE FOCUS TRUST

## BALANCE SHEET

### *AS AT 31 MARCH 2023*

| | Notes | 2023 £ | £ | 2022 £ | £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 12 | | 291,398 | | 156,519 |
| Investments | 13 | | 100 | | 100 |
| | | | 291,498 | | 156,619 |
| **Current assets** | | | | | |
| Stocks | 14 | 55,389 | | 39,826 | |
| Debtors | 15 | 465,433 | | 219,132 | |
| Cash at bank and in hand | | 1,328,633 | | 1,111,132 | |
| | | 1,849,455 | | 1,370,090 | |
| **Creditors: amounts falling due within one year** | 16 | (1,138,170) | | (890,704) | |
| Net current assets | | | 711,285 | | 479,386 |
| **Total assets less current liabilities** | | | 1,002,783 | | 636,005 |
| **Income funds** | | | | | |
| Unrestricted funds | | | | | |
| Designated funds | 18 | 564,177 | | 564,177 | |
| General unrestricted funds | | 438,606 | | 71,828 | |
| | | | 1,002,783 | | 636,005 |
| | | | 1,002,783 | | 636,005 |

The financial statements were approved by the Trustees on 31 January 2024

Mr T J Wheeler
**Trustee**

# LEISURE FOCUS TRUST

## STATEMENT OF CASH FLOWS

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

| | Notes | 2023 £ | £ | 2022 £ | £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash generated from operations | **22** | | 410,075 | | 828,458 |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (193,125) | | (160,746) | |
| Purchase of subsidiaries | | - | | (100) | |
| Investment income received | | 551 | | 94 | |
| **Net cash used in investing activities** | | | (192,574) | | (160,752) |
| **Net cash used in financing activities** | | | - | | - |
| **Net increase in cash and cash equivalents** | | | 217,501 | | 667,706 |
| Cash and cash equivalents at beginning of year | | | 1,111,132 | | 443,426 |
| **Cash and cash equivalents at end of year** | | | 1,328,633 | | 1,111,132 |

## NOTES TO THE FINANCIAL STATEMENTS

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

**1 Accounting policies**

**Charity information**

Leisure Focus Trust is a not-for-profit Charitable Incorporated Organisation (CIO), having no share capital. The charity is registered in England and Wales. The registered office is Windsor Leisure Centre, Stovell Road, Windsor, SL4 5JB.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, 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)". 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. As discussed in the Trustees report the contract with RBWM has been awarded until 2025.

On the above basis 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.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated 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.

Income from membership is recognised on a straight line basis over the period covered by the membership.

Income form the operation of catering, vending and the sale of clothing and equipment is recognised as income in the period in which the charity becomes entitled to the receipt.

Hire of facilities and equipment is recognised in the period to which the hire transpires.

Revenue grants receivable are recognised in the Statement of Financial Activities when there is evidence of entitlement, receipt is probable and its amount can be measured reliably.

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

**1.5 Expenditure**

Expenditure is included on an accruals basis and has been classified under headings that aggregate all costs related to the category.

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. Staff costs are allocated on the basis of time spent.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation.

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

| | |
|---|---|
| Leasehold land and buildings | 20% straight line |
| Plant and equipment | 25% straight line |
| Fixtures and fittings | 20% straight line |
| Computers | 25% straight line |

**1.7 Fixed asset investment**

Fixed asset investments are initially measured at transaction price excluding transaction costs. Transaction costs are expensed as incurred.

Fixed asset investments represents shares held in a subsidiary company.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

**1.8 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).

**1.9 Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

**1.10 Cash and cash equivalents**

Cash and cash equivalents are basic financial assets and represents cash in hand.

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

**1.11 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.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price including transaction costs. Financial assets are classified as receivable within one year and are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are recognised at transaction price. Financial liabilities are classified as payable within one year and are not amortised.

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 on the basis that payment is due within one year or less.

***Derecognition of financial liabilities***

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

**1.12 Employee benefits**

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

**1.13 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## 2 Membership fees and activities

| | Charitable Income 2023 | Total 2023 | Charitable Income 2022 | Total 2022 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Fitness memberships | 4,063,777 | 4,063,777 | 3,111,942 | 3,111,942 |
| Fitness other | 177,396 | 177,396 | 131,081 | 131,081 |
| Indoor activities | 416,575 | 416,575 | 319,737 | 319,737 |
| Outdoor activities | 444,926 | 444,926 | 450,050 | 450,050 |
| Tennis | 19,606 | 19,606 | 25,599 | 25,599 |
| Centre membership | - | - | 920 | 920 |
| Swimming pool pay and play | 1,304,202 | 1,304,202 | 755,741 | 755,741 |
| Swimming pool hire | 335,494 | 335,494 | 263,790 | 263,790 |
| Swimming courses | 1,232,959 | 1,232,959 | 924,190 | 924,190 |
| Swimming memberships | 244,601 | 244,601 | 176,056 | 176,056 |
| Facility Hire and hire of equipment | 529,369 | 529,369 | 511,366 | 511,366 |
| Childrens activities | 45,617 | 45,617 | 23,819 | 23,819 |
| Miscellaneous | 132,294 | 132,294 | 109,252 | 109,252 |
| | 8,946,816 | 8,946,816 | 6,803,543 | 6,803,543 |

## 3 Shop and other sales income

| | Unrestricted funds 2023 | Unrestricted funds 2022 |
|---|---|---|
| | £ | £ |
| Sale of goods - Catering | 621,215 | 377,101 |
| Sale of goods - Vending | 56,259 | 20,023 |
| Sale of goods - Clothing and equipment | 194,831 | 121,166 |
| Sale of goods - Other | 29,386 | 26,304 |
| Other trading activities | 901,691 | 544,594 |

## 4 Investments

| | Unrestricted funds 2023 | Unrestricted funds 2022 |
|---|---|---|
| | £ | £ |
| Interest receivable | 551 | 94 |

## 5 Special grants and COVID related income

| | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|
| Lateral flow testing and track and trace | - | 521,870 |
| CJRS furlough claims | - | 71,437 |
| General grants | 5,769 | - |
| | 5,769 | 593,307 |

## 6 Raising funds

| | Unrestricted funds 2023 £ | Unrestricted funds 2022 £ |
|---|---|---|
| Sale of good purchases | 18,631 | 3,627 |
| Cost of food | 309,516 | 166,136 |
| Cost of beverages | 54,315 | 22,555 |
| Cost of clothing | 120,387 | 82,834 |
| Opening stock | 39,826 | 22,527 |
| Closing stock | (55,389) | (39,826) |
| Cost of goods sold | 487,286 | 257,853 |
| Marketing and advertising costs | 56,121 | 71,599 |
| Staff costs (note 10) | 287,548 | 263,108 |
| | 830,955 | 592,560 |

## 7 Charitable activities

| | 2023 £ | 2022 £ |
|---|---|---|
| Staff costs (note 10) | 3,040,915 | 2,934,259 |
| Depreciation and impairment | 58,246 | 11,463 |
| Self employed coaches | 274,891 | 190,357 |
| Travel and subsistence | 5,935 | 1,135 |
| Training | 34,744 | 51,724 |
| Cleaning | 188,722 | 146,523 |
| Maintenance and repairs | 289,529 | 466,027 |
| Computer costs | 157,794 | 144,572 |
| Insurance | 135,986 | 111,853 |
| Printing, postage and stationary | 16,920 | 13,316 |
| Rates | 1,044,384 | 855,853 |
| Health and Safety | 10,235 | 13,532 |
| Legal and professional | 52,512 | 33,237 |
| Bank charges | 10,568 | 10,253 |
| Small assets and consumables | 53,795 | 62,258 |
| Telephone | 42,200 | 24,633 |
| Partial VAT exemptions | 508,577 | 412,847 |
| Licences | 40,106 | 40,864 |
| Terminal charges | 33,538 | 20,918 |
| Miscellaneous expenses | 6,683 | 6,452 |
| Rent | 2,130,291 | 727,416 |
| | 8,136,571 | 6,279,492 |
| Share of support costs (see note 8) | 401,421 | 354,465 |
| Share of governance costs (see note 8) | 119,102 | 106,272 |
| | 8,657,094 | 6,740,229 |

## 8 Support costs

| | Support costs | Governance costs | 2023 | 2022 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Staff costs (note 10) | 401,421 | - | 401,421 | 354,466 |
| Audit fees | - | 14,000 | 14,000 | 14,000 |
| Legal and professional | - | 91,979 | 91,979 | 89,921 |
| Consultancy fees | - | - | - | 2,350 |
| Bad debt | - | 13,123 | 13,123 | - |
| | 401,421 | 119,102 | 520,523 | 460,737 |
| Analysed between | | | | |
| Charitable activities | 401,421 | 119,102 | 520,523 | 460,737 |
| | 401,421 | 119,102 | 520,523 | 460,737 |

All support and governance costs are deemed to be for charitable purposes and have therefore been allocated in their entirety to charitable activities.

Governance costs includes payments to the auditors of £14,000 (2022: £14,000) for audit fees.

## 9 Trustees

Key management personnel are regarded as the trustees, the managing director, the finance director and the compliance manager. None of the trustees received any remuneration or benefits from the Trust during the year. The total key management remuneration paid in the period totalled £181,567 (2022: £79,333).

Two daughters of two of the Trustees received remuneration during the year totalling £3,950 (2022: £3,483) which were made at an arm lengths basis.

## 10 Employees

The average monthly number of employees during the year was:

| | 2023 Number | 2022 Number |
|---|---|---|
| | 401 | 355 |

| Employment costs | 2023 £ | 2022 £ |
|---|---|---|
| Wages and salaries | 3,470,098 | 3,293,045 |
| Social security costs | 186,461 | 184,059 |
| Other pension costs | 73,325 | 74,729 |
| | 3,729,884 | 3,551,833 |

## 10 Employees (Continued)

| Employment costs have been allocated as follows: | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Raising funds (note 6) | 287,548 | 263,108 |
| Charitable activities (note 7) | 3,040,915 | 2,934,259 |
| Support costs (note 8) | 401,421 | 354,466 |
| | 3,729,884 | 3,551,833 |

Other than key management personnel as disclosed in note 9, no other employee received remuneration in excess of £60,000.

## 11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxationof Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

## 12 Tangible fixed assets

| | Leasehold land and buildings | Plant and equipment | Fixtures and fittings | Computers | Total |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| **Cost** | | | | | |
| At 1 April 2022 | 62,291 | - | 85,516 | 20,255 | 168,062 |
| Additions | - | 12,353 | 154,966 | 25,806 | 193,125 |
| At 31 March 2023 | 62,291 | 12,353 | 240,482 | 46,061 | 361,187 |
| **Depreciation and impairment** | | | | | |
| At 1 April 2022 | 1,038 | - | 7,508 | 2,997 | 11,543 |
| Depreciation charged in the year | 12,458 | 1,852 | 33,576 | 10,360 | 58,246 |
| At 31 March 2023 | 13,496 | 1,852 | 41,084 | 13,357 | 69,789 |
| **Carrying amount** | | | | | |
| At 31 March 2023 | 48,795 | 10,501 | 199,398 | 32,704 | 291,398 |
| At 31 March 2022 | 61,253 | - | 78,008 | 17,258 | 156,519 |

## 13 Fixed asset investments

| | Other investments |
|---|---|
| **Cost or valuation** | |
| At 1 April 2022 & 31 March 2023 | 100 |
| **Carrying amount** | |
| At 31 March 2023 | 100 |
| At 31 March 2022 | 100 |

| Other investments comprise: | Notes | 2023 £ | 2022 £ |
|---|---|---|---|
| Investments in subsidiaries | 21 | 100 | 100 |

## 14 Stocks

| | 2023 £ | 2022 £ |
|---|---|---|
| Goods for resale | 55,389 | 39,826 |

## 15 Debtors

| **Amounts falling due within one year:** | 2023 £ | 2022 £ |
|---|---|---|
| Trade debtors | 312,965 | 132,029 |
| Amounts owed by fellow group undertakings | 5,054 | 1,512 |
| Other debtors | 44,445 | 22,968 |
| Prepayments and accrued income | 102,969 | 62,623 |
| | 465,433 | 219,132 |

## 16 Creditors: amounts falling due within one year

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Other taxation and social security | 91,581 | 77,298 |
| Deferred income | 257,452 | 194,883 |
| Trade creditors | 420,678 | 378,116 |
| Other creditors | 15,000 | 27,899 |
| Accruals | 353,459 | 212,508 |
| | 1,138,170 | 890,704 |

## 17 Retirement benefit schemes

**Defined contribution schemes**

The charity contributes to the following pension schemes:

- 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.
- LGPS scheme, a defined benefit scheme. The assets of the scheme are held separately from those of the charity. The scheme is administered by the Royal Borough of Windsor and Maidenhead (RBWM). No provision has been provided for or disclosed within these financial statements on the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM.

The charge to profit or loss in respect of defined contribution schemes was £73,325 (2022 - £74,729).

## 18 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

| | | | | Movement in funds | |
|---|---|---|---|---|---|
| | Balance at 1 April 2021 | Transfers | Balance at 1 April 2022 | Incoming resources | Balance at 31 March 2023 |
| | £ | £ | £ | £ | £ |
| Leisure centre repairs | - | 564,177 | 564,177 | - | 564,177 |
| | - | 564,177 | 564,177 | - | 564,177 |

The Trustees have designated the above funds to be used on future developments of the centres. The charity is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

## 19 Financial commitments, guarantees and contingent liabilities

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows £263,344 (2022: £2,307,096).

## 20 Related party transactions

During the year Leisure Focus received income for use of the pitches at the centres from Maidenhead United Women's FC totalling £4,659 (2022: 4,939), an entity in which one of the Leisure Focus Trustees is the facilities officer and a member of Leisure Focus Trusts key management personnel is the Chair. All transactions were made at an arms length basis.

At the balance sheet date the Trust was owed £5,054 (2022: £1,512) from Leisure Focus Limited, a wholly owned subsidiary of the Trust.

## 21 Subsidiaries

These financial statements are separate charity financial statements for Leisure Focus Limited.

Details of the charity's subsidiaries at 31 March 2023 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct | % Held Indirect |
|---|---|---|---|---|---|
| Leisure Focus Limited | England and Wales | Event catering | Ordinary shares | 100.00 | |

## 22 Cash generated from operations

| | 2023 £ | 2022 £ |
|---|---|---|
| Surplus for the year | 366,778 | 608,749 |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (551) | (94) |
| Depreciation and impairment of tangible fixed assets | 58,246 | 11,463 |
| Movements in working capital: | | |
| (Increase) in stocks | (15,563) | (17,299) |
| (Increase)/decrease in debtors | (246,301) | 29,387 |
| Increase in creditors | 184,897 | 350,968 |
| Increase/(decrease) in deferred income | 62,569 | (154,716) |
| **Cash generated from operations** | 410,075 | 828,458 |

## 23 Analysis of changes in net funds

| | At 1 April 2022 £ | Cash flows £ | At 31 March 2023 £ |
|---|---|---|---|
| Cash at bank and in hand | 1,111,132 | 217,501 | 1,328,633 |
| | 1,111,132 | 217,501 | 1,328,633 |

The charity had no debt during the year.

**LEISURE FOCUS TRUST**

England & Wales - Charity number 1190095

# Accounts

Charity registration number 1190095

# LEISURE FOCUS TRUST

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE YEAR ENDED 31 MARCH 2022

# LEISURE FOCUS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

| | | |
|---|---|---|
| **Trustees** | Ms S J Anstiss | |
| | Mr T J Wheeler | |
| | Mrs N Dutton | (Appointed 1 May 2021) |
| | Mr C Joyce | |
| | Mr J Rakhra | (Appointed 1 May 2021) |
| | Mr S Franks | (Appointed 1 May 2021) |
| **Chair** | Mr A Moorehouse | |
| **Charity number** | 1190095 | |
| **Principal address** | Windsor Leisure Centre<br>Stovell Road<br>WINDSOR<br>SL4 5JB | |
| **Auditor** | Craufurd Hale Audit Services Limited<br>C/O Craufurd Hale Group<br>Ground Floor, Arena Court<br>Crown Lane<br>MAIDENHEAD<br>SL6 8QZ | |

# LEISURE FOCUS TRUST

## CONTENTS


| | Page |
|---|---|
| Trustees report | 1 - 7 |
| Independent auditor's report | 8 - 11 |
| Statement of financial activities | 12 |
| Balance sheet | 13 |
| Statement of cash flows | 14 |
| Notes to the financial statements | 15 - 25 |

# LEISURE FOCUS TRUST

## TRUSTEES REPORT

## *FOR THE YEAR ENDED 31 MARCH 2022*

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

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 Charities Act 2011 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)".

**Objectives and activities**
The charity's objects are as follows:

•To ensure the safety of all visitors and staff that use our sites
•To communicate with local stakeholders and engage all members of our local community into an active lifestyle
•To increase visitor numbers year on year through innovative programming
•To manage the council’s assets to maximise the benefits of services

**Our missions and values**

**Our mission**
To provide excellent service and value to the communities which we serve.

**Our values**
In every role, across every site, our staff are the ‘face’ of  Leisure Focus. Together, we:

•Focus on the Customer
•Approach everything systematically
•Collaborate to achieve
•Exceed expectation

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

**Public Benefit**
The trustees have considered the guidance offered by the Charity Commission on public benefit and are confident that the objectives of the charity, as stated above, fall under the purposes defined by section 17 of the Charities Act 2011.

**Achievements and performance**
The service period was from 1st April 2021 to 31st March 2022. A challenging yet exciting period for Leisure Focus. It was the second period of the partnership with the Royal Borough of Windsor and Maidenhead (RBWM).

The first period of the partnership ran from 1st August 2020 to 31st March 2021. During this period the Trust had periods of forced closure as part of the national lockdown due to the COVID-19 pandemic. The Trust consolidated expenditure and used financial support through the Government furlough scheme and local authority financial support. Sites were put into a state of full closure to ensure minimal operating costs. Three essential staff remained non furloughed to manage the statutory obligations of the facilities. Leisure Focus Trust also supported the local council with the fight against COVID-19 by establishing and operating Lateral Flow testing sites.

Throughout the first service period, performance was focused on stabilising the operations of the Trust, performance recovery and mitigating the impact of COVID-19.

In line with the Trusts corporate risk register, risk assessments were carried out at each stage of Government changes in restrictions to ensure all operations were safely reintroduced.

During the service period 1st April 2021 - 31st March 2022, the Trust focussed on the business recovery from the impact of COVID-19 and engaging the community back to using programmes and services offered by Leisure Focus. Leisure Focus achieved this through the following:

**Events**
Leisure Focus was one of the first operators to welcome back events with a range of sporting and cultural events taking place throughout the service period. Over 70 events took place throughout the service period.

Environmental Management
Substantial progress was made towards the environmental management systems operated by Leisure Focus to include a fully integrated building management system. Monthly monitoring and action on energy consumption data was undertaken with particular success with energy management at WLC.

Swimming Lessons
Successful development of the Swimming lesson programme. Increasing participation to exceed pre-covid performance. There are currently over 3000 swimmers on the swim lesson scheme.

Health & Safety
External health and safety audits were completed by National Examination Board in Occupational Safety and Health (NEBOSH) qualified personnel and passed with scores of over 80%.

Children's Activities
Successful delivery and development of term-time and holiday programmes. Engaged specialist third party companies to offer more choice to families during both term time and holidays.

Training Partnership
Working with external training provider Lifetime, resulted in delivering NVQ training in a range of subjects. As a result, it provided an education pathway for new and existing staff in job related qualifications and further supported the quality of service delivery across the sites. Four apprentices were in post by March 2022 as a result.

Retail
An improved retail offering across the centres with the launch of a new menu in the Avenue cafe, new product ranges of take away healthy protein meals, launching the new exciting ranges of swimwear and swim accessories in partnership with Zoggs.

Sports Development
Leisure Focus have helped raise awareness of activities available across the borough. A considerable amount of work has taken place between national governing bodies and local partner organisations to look at developing partnerships and deliver new initiatives across the centres. New sessions include wheelchair basketball, trampolining, walking, netball and boccia.

Social Media
We have increased the number of Facebook followers from 5,126 to over 9,000 across the 5 sites in 2021. Development of the www. leisurefocus.org.uk website was undertaken in the period which took onboard feedback and improvements to make it more user friendly. This has resulted in over one million page view since launch.

National Campaigns
The national launch of the 'Drowning Prevention' week; also known as the Water Safety Campaign. It is supported by Swim England and the Royal Life Saving Society (RLSS). The campaign helped educate children about the dangers of swimming in open water such as lakes, rivers and instead to swim in safer environments, such as their local swimming pool. Information was shared with all local schools with the opportunity for Leisure Focus staff to deliver presentations.

**Activity Programming**
Leisure Focus has delivered a wide and varied programme to ensure the key performance indicators of the contract are met. The programmes have maximised usage of all facilities within the scope of the centres. The timetable continues to operate flexible, imaginative and varied activities with easy access and equipment for all sections of the community.

Leisure Focus has operated a number of corporate and local promotions/initiatives aimed at raising awareness and increasing participation, examples can be seen below:

Gym
A number of promotions have been operated throughout the year to raise awareness and increase opportunities for participation in the fitness studios and include: Refer A Friend / VIP passes.

Generations Junior Gym
Access continues to be a popular activity across the 5 centres. The sessions offer supervised fitness suite access for those aged 13 to 16. Sessions aim to improve fitness, encourage physical activity amongst young people, reduce childhood obesity and promote social interaction in a positive environment.

Group Fitness
The programme grew to over 150 classes offered across the leisure centres' each week, with over 120,000 attendees.

Junior Sports
A number of new sessions were added to the schedule, introducing more netball, more bounce and play toddler sessions and expanding the home education activity programme. In addition, new slots were made available to support expansion of existing clubs.

FANS
The FANS scheme (Free Access for National Sportspeople) involved three athletes using the facilities free of charge to help their training, compared to four in the previous period.

GP referral
The Steps to Health exercise referral scheme operates from Windsor and Braywick Leisure Centre's and includes a programme of prescribed gym, swim and aerobic activities with ongoing support from a fully qualified fitness professional. The aim of the scheme is to encourage, educate and improve regular participation in physical activity in patients who are at risk to the development of disease and disability. The programme is popular with group exercise classes also operating to compliment the package. Working with public health and school nurses, the GP referral team have been working to expand referrals to exercise.

Events
Promotion of events performed to a collective audience of over 14,000 in the service period. Shows included concert performances, bodybuilding, fitness events, family activities, children entertainment shows, dance shows, pantomime, wrestling events, martial arts, athletics events and a number of presentations and faith meetings.

School Swimming
Leisure Focus works in partnership with Swim England to provide the swim programme that caters for all abilities and ages. The Swim Coordinators are directly targeting schools to offer assistance and highlight the school swimming project to help reduce the percentage of non- swimmers in the area. In 2021/22, the school swim programme continued to be popular, with over 960 children swimming each week from over 33 schools across the Royal Borough.

Swimming
The Swim lesson programme gives real value for money with quality teaching and additional free swimming to all children on any visit to our facilities to encourage participation. All members on the programme can benefit from unlimited swimming at both Windsor and Braywick during all public swimming times.

Pricing
Leisure Focus conducts an annual price review. Each year, proposed new pricing structures are submitted based on the current consumer market and local demand. Core prices for the service period are presented to the council for approval. Price rises are based on the June RPI, in advance of the forthcoming August.

Leisure Focus works very closely with RBWM in targeting disadvantaged groups through concessionary pricing.

Groups targeted include:

- Public swimming /over 60s swimming
- Expressions fitness studio usage
- Badminton and squash
- Football
- Junior activities
- Disabled user groups

The use of promotions and vouchers were also implemented in the period to encourage participation and include:

- Facebook promotion and awareness.
- Attendance at local events
- Partnership with local partners in the town centres
- Online trial memberships and online passes.
- Online memberships for Swim and gym
- Open days held at the leisure centres.
- Annual promotional offers for swimming and gym membership.
- Group fitness offers.
- Free days passes to trial the fitness and studio programme.
- New Family membership offering value for money for families.
- Option for a fixed or flexi memberships to provide more options to customers.
- Generations membership for 11-15 year olds.
- Weekend and quiet period activity promotions
- Free taster sessions to encourage Participation.
- ‘Referral’ promotions - through existing members referring new members they are rewarded for their loyalty with a number of prizes
- Summer promotion for junior and student memberships
- Promotion for junior all weather pitch football use.
- Drowning Prevention water campaign - ‘summer offers’.

Health and Safety
Leisure Focus continues to report monthly on all matters relating to health and safety. Throughout the service period there has been external and internal audits carried out, which have reported a positive culture on health and safety. Several representatives from the contract have attended the centrally organised health and safety training course.

Six-monthly health and safety audits were also carried out and respective action plans developed. These plans are reviewed every six months at the sites' health and safety committee meetings. Further audits will take place this forthcoming year to ensure stringent standards are adhered to and there is continuous improvement within health and safety.

During this service period there has also been further external audits completed by NEBOSH qualified auditors to check robust systems are in place for health and safety resulting in scores of in excess of 80%.

There has been continual investment in training for all employees, ensuring key personnel are competent and qualified.in health and safety. This has been supported by online training via Human Focus.

The Institute of Qualified Lifeguards (IQL) training portal is an online management tool to support the sites operation delivery and record keeping of lifeguard training competencies. Monthly, the General managers report and analyse trends at site level, which is discussed at their department meetings. The electronic accident and incident reporting system has provided a comprehensive template for the reporting and monitoring of accidents and incidents. The Chief Executive, the Compliance Manager with General Managers monitor significant accident reports and trends.

Committed to continuous improvement, pool visibility tests were carried out to review visibility of the lifeguards and to ensure the maximum safety for all bathers. As a result of the testing against new standards and reviewing recent industry case studies, additional measures have been implemented at Windsor and Braywick including some repositioning of lifeguards, reviewing rotations at peak times and adding additional mirrors to improve lifeguard visibility of the features in the pools.

ANNUAL PERFORMANCE

Customer Usage
During the report period there were 1,365,474 visits made to the centres managed by Leisure Focus.

GP Referral
At the end of 2021/22, there were 82 members registered to the GP referral scheme. The scheme restarted during the service period. Currently there are 26 surgeries and referral centres across the Borough.

Working in partnership, Leisure Focus staff have been funded through the Cardiac rehabilitation qualification BACPR.

Partnership Working
Partnership with IOS to deliver a number of industry qualifications including Level One and Level Two Swim Teaching, and Pool Plant Operators courses. In 2021/22, 18 staff went through their qualifications.

Working in partnership with Gym Flex targeting corporate businesses and employees. Partnership working with clubs to provide signposting and pathway for customers to access clubs.

On going development of the safeguarding children and vulnerable adults, was enhanced further with Leisure focus's eLearning safeguarding module purchased.

Capital investment was made during the period to improve and upgrade facilities and equipment in general via partnership with RBWM.

Development of online training with Human Focus that utilises an online video based training system to ensure a higher consistency and quality of staff training.

Further partnerships working with key external stakeholders i.e. National Governing Bodies, youth services, primary care trusts, police and care facilities.

Development of marketing material to promote and create greater awareness of the leisure centres' services and implementation of social media as a marketing platform.

Working in partnership with the dual use schools to reduce energy consumption. Continue to monitor trends within the industry.

Carbon footprint
Leisure Focus remains committed to reducing its carbon footprint. Throughout the year there has been implementation and development on a number of key objectives:

- Continued to monitor smart meter data to review consumption and identify best practice
- Energy surveys have reviewed to make improvements in energy management and carbon reduction
- Cafe operations changed products to reduce plastics
- Internal action plans for energy management
- Carried out overnight audits for energy consumption

**Financial review**
The total income for the period was £7,941,538 (2021: £3,136,106). Of this, £6,803,543 (2021: £1,451,346) was received with respect to the charitable activities of the charity such as fitness/centre memberships, facility hire, swimming courses and pool hire. Throughout this period the operations were still affected by the COVID-19 pandemic restrictions that were in place during the year, limiting space available in the gym, the pool and indoor sports activities were not allowed up to 19th July. Total resources expended were £7,332,789 (2021: £3,108,850). The expenditure on charitable activities was £6,740,229 (2021: £2,958,898) . The main cost of the charity were salary costs which totalled £3,551,833 for the period. Despite the charity's operations being impacted by COVID-19, the resulting net movement of funds was a surplus of £636,005.

**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 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 period.

**Structure, governance and management**
The charity is a charitable incorporated organisation registered with the Charity Commission. The charity was incorporated on 24 June 2020 and began its operations in August 2020.

The trustees who served during the year and up to the date of signature of the financial statements were:

| | |
|---|---|
| Mr A Moorehouse (Chair) | |
| Ms S J Anstiss | |
| Mr T J Wheeler | |
| Mrs N Dutton | (Appointed 1 May 2021) |
| Mr C Joyce | |
| Mr J Rakhra | (Appointed 1 May 2021) |
| Mr S Franks | (Appointed 1 May 2021) |

All trustees give their time voluntarily and receive no benefits from the charity. The trustees are highly motivated to ensure that the Board has the necessary spread of skills and expertise to ensure good governance.

The recruitment of the trustees is carried out by Ocean Edge who have been appointed to manage the recruitment process for Leisure Focus Trust. They prepare the requirements and then advertise them. From here the existing Trustees then shortlist the applicants.

There is an induction process in place for new trustees and ongoing training to enable all trustees to keep up to date with changes in regulation and/or good practice.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the charity and guarantee to contribute £1 in the event of a winding up.

**Statement of trustees responsibilities**
The trustees 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).

The law applicable to charities in England and Wales 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 of the charity for that period.

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 sufficient 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 200S and the provisions of the trust deed. 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.

The trustees report was approved by the Board of Trustees.

.....
Mr T J Wheeler
**Trustee**

Date: .....

# LEISURE FOCUS TRUST

## INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF LEISURE FOCUS TRUST

**Opinion**

We have audited the financial statements of Leisure Focus Trust (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 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 Charities Act 2011.

**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 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 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.

**Fraud and breaches of laws and regulations - ability to detect**
*Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:
- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the charitable objectives of the charity.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make in appropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including identifying journal entries to test based on risk criteria and comparing identified entries to supporting documentation. These included those posted to unrelated accounts, those posted containing key words, and those posted to an account linked to a fraud risk.

*Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, and through discussions with the trustees and other management (as required by auditing standards), and from inspection of the Charity's regulatory and legal correspondence and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation) and tax legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

We did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

*Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

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 charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Paul Fagan FCCA (Senior Statutory Auditor)**
**for and on behalf of Craufurd Hale Audit Services Limited** .....

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

C/O Craufurd Hale Group
Ground Floor, Arena Court
Crown Lane
MAIDENHEAD
SL6 8QZ

Craufurd Hale Audit Services Limited 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.

# LEISURE FOCUS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

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

| | Notes | Unrestricted funds 2022 £ | Unrestricted funds 2021 £ |
|---|---|---|---|
| **Charitable activities** | | | |
| Membership fees and activities | **2** | 6,803,543 | 1,451,346 |
| Shop and other sales income | **3** | 544,594 | 55,216 |
| Investments | **4** | 94 | - |
| Special grants and COVID related income | **5** | 593,307 | 1,629,544 |
| **Total income** | | 7,941,538 | 3,136,106 |
| **Expenditure on:** | | | |
| Raising funds | **6** | 592,560 | 149,952 |
| Charitable activities | **7** | 6,740,229 | 2,958,898 |
| **Total resources expended** | | 7,332,789 | 3,108,850 |
| **Net income for the year/ Net movement in funds** | | 608,749 | 27,256 |
| Fund balances at 1 April 2021 | | 27,256 | - |
| **Fund balances at 31 March 2022** | | 636,005 | 27,256 |

With the exception of the special grants and COVID-related income, the Statement of Financial Activities reflects continuing activities.

All income and expenditure derive from continuing activities.

The charity was incorporated on 24 June 2020 and trading commenced in August 2020.

# LEISURE FOCUS TRUST

## BALANCE SHEET

### *AS AT 31 MARCH 2022*

| | Notes | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | **11** | | 156,519 | | 7,236 |
| Investments | **12** | | 100 | | - |
| | | | 156,619 | | 7,236 |
| **Current assets** | | | | | |
| Stocks | **13** | 39,826 | | 22,527 | |
| Debtors | **14** | 219,132 | | 248,519 | |
| Cash at bank and in hand | | 1,111,132 | | 443,426 | |
| | | 1,370,090 | | 714,472 | |
| **Creditors: amounts falling due within one year** | **15** | (890,704) | | (694,452) | |
| Net current assets | | | 479,386 | | 20,020 |
| **Total assets less current liabilities** | | | 636,005 | | 27,256 |
| **Income funds** | | | | | |
| Unrestricted funds | | | | | |
| Designated funds | **17** | 564,177 | | - | |
| General unrestricted funds | | 71,828 | | 27,256 | |
| | | | 636,005 | | 27,256 |
| | | | 636,005 | | 27,256 |

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

.....
Mr T J Wheeler
**Trustee**

# LEISURE FOCUS TRUST

## STATEMENT OF CASH FLOWS

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

| | Notes | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities** | | | | | |
| Cash generated from operations | **21** | | 828,458 | | 450,742 |
| **Investing activities** | | | | | |
| Purchase of tangible fixed assets | | (160,746) | | (7,316) | |
| Purchase of subsidiaries | | (100) | | - | |
| Investment income received | | 94 | | - | |
| **Net cash used in investing activities** | | | (160,752) | | (7,316) |
| **Net cash used in financing activities** | | | - | | - |
| **Net increase in cash and cash equivalents** | | | 667,706 | | 443,426 |
| Cash and cash equivalents at beginning of year | | | 443,426 | | - |
| **Cash and cash equivalents at end of year** | | | 1,111,132 | | 443,426 |

**1 Accounting policies**

**Charity information**

Leisure Focus Trust is a not-for-profit Charitable Incorporated Organisation (CIO), having no share capital. The charity is registered in England and Wales. The registered office is Windsor Leisure Centre, Stovell Road, Windsor, SL4 5JB.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, 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)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity was incorporated on 24 June 2020 and began its operations in August 2020. The comparative figures represent a period of nine months and six days.

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.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated 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.

Income from membership is recognised on a straight line basis over the period covered by the membership.

Income form the operation of catering, vending and the sale of clothing and equipment is recognised as income in the period in which the charity becomes entitled to the receipt.

Hire of facilities and equipment is recognised in the period to which the hire transpires.

Revenue grants receivable are recognised in the Statement of Financial Activities when there is evidence of entitlement, receipt is probable and its amount can be measured reliably.

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

**1.5 Expenditure**

Expenditure is included on an accruals basis and has been classified under headings that aggregate all costs related to the category.

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. Staff costs are allocated on the basis of time spent.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation.

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

| | |
|---|---|
| Leasehold land and buildings | 20% straight line |
| Fixtures and fittings | 20% straight line |
| Computers | 25% straight line |

**1.7 Fixed asset investment**

Fixed asset investments are initially measured at transaction price excluding transaction costs. Transaction costs are expensed as incurred.

Fixed asset investments represents shares held in a subsidiary company.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

**1.8 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).

**1.9 Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

**1.10 Cash and cash equivalents**

Cash and cash equivalents are basic financial assets and represents cash in hand.

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

**1.11 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.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price including transaction costs. Financial assets are classified as receivable within one year and are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are recognised at transaction price. Financial liabilities are classified as payable within one year and are not amortised.

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 on the basis that payment is due within one year or less.

***Derecognition of financial liabilities***

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

**1.12 Employee benefits**

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

**1.13 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

**2 Membership fees and activities**

| | Charitable Income 2022 | Total 2022 | Charitable Income 2021 | Total 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Fitness memberships | 3,111,942 | 3,111,942 | 749,520 | 749,520 |
| Fitness other | 131,081 | 131,081 | 19,014 | 19,014 |
| Indoor activities | 319,737 | 319,737 | 35,432 | 35,432 |
| Outdoor activities | 450,050 | 450,050 | 94,846 | 94,846 |
| Tennis | 25,599 | 25,599 | 8,504 | 8,504 |
| Centre membership | 920 | 920 | 55,881 | 55,881 |
| Swimming pool pay and play | 755,741 | 755,741 | 50,710 | 50,710 |
| Swimming pool hire | 263,790 | 263,790 | 39,165 | 39,165 |
| Swimming courses | 924,190 | 924,190 | 178,164 | 178,164 |
| Swimming memberships | 176,056 | 176,056 | 37,531 | 37,531 |
| Facility Hire and hire of equipment | 511,366 | 511,366 | 174,454 | 174,454 |
| Childrens activities | 23,819 | 23,819 | 742 | 742 |
| Miscellaneous | 109,252 | 109,252 | 7,383 | 7,383 |
| | 6,803,543 | 6,803,543 | 1,451,346 | 1,451,346 |

**3 Shop and other sales income**

| | Unrestricted funds 2022 | Unrestricted funds 2021 |
|---|---|---|
| | £ | £ |
| Sale of goods - Catering | 377,101 | 39,564 |
| Sale of goods - Vending | 20,023 | 2,327 |
| Sale of goods - Clothing and equipment | 121,166 | 13,100 |
| Sale of goods - Other | 26,304 | 225 |
| Other trading activities | 544,594 | 55,216 |

**4 Investments**

| | Unrestricted funds 2022 | Total 2021 |
|---|---|---|
| | £ | £ |
| Interest receivable | 94 | - |

## 5 Special grants and COVID related income

| | **Unrestricted funds** | Unrestricted funds |
|---|---|---|
| | **2022** | 2021 |
| | **£** | £ |
| Lateral flow testing and track and trace | 521,870 | 608,609 |
| CJRS furlough claims | 71,437 | 740,225 |
| RBWM start up grant | - | 153,063 |
| RBWM contribution towards employment costs | - | 43,647 |
| National Leisure Relief | - | 84,000 |
| | 593,307 | 1,629,544 |

## 6 Raising funds

| | **Unrestricted funds** | Unrestricted funds |
|---|---|---|
| | **2022** | 2021 |
| | **£** | £ |
| Sale of good purchases | 3,627 | 51,994 |
| Cost of food | 166,136 | 17,612 |
| Cost of beverages | 22,555 | 74 |
| Cost of clothing | 82,834 | 3,349 |
| Opening stock | 22,527 | - |
| Closing stock | (39,826) | (22,527) |
| Till differences | - | (2,228) |
| Cost of goods sold | 257,853 | 48,274 |
| Marketing and advertising costs | 71,599 | 13,903 |
| Staff costs (note 10) | 263,108 | 87,775 |
| | 592,560 | 149,952 |

**7 Charitable activities**

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Staff costs (note 10) | 2,934,259 | 1,793,233 |
| Depreciation and impairment | 11,463 | 80 |
| Self employed coaches | 190,357 | 39,543 |
| Travel and subsistence | 1,135 | 20 |
| Training | 51,724 | 6,716 |
| Cleaning | 146,523 | 33,966 |
| Maintenance and repairs | 466,027 | 105,599 |
| Computer costs | 144,572 | 58,077 |
| Insurance | 111,853 | 68,470 |
| Printing, postage and stationary | 13,316 | 6,599 |
| Rates | 855,853 | 417,953 |
| Health and Safety | 13,532 | 5,376 |
| Legal and professional | 33,237 | 3,047 |
| RBWM support costs | - | 84,000 |
| Bank charges | 10,253 | 2,939 |
| Small assets and consumables | 62,258 | 7,587 |
| Telephone | 24,633 | 10,248 |
| Partial VAT exemptions | 412,847 | 117,893 |
| Licences | 40,864 | 22,203 |
| Terminal charges | 20,918 | 1,617 |
| Miscellaneous expenses | 6,452 | 562 |
| Rent | 727,416 | - |
| | 6,279,492 | 2,785,728 |
| Share of support costs (see note 8) | 354,465 | 93,105 |
| Share of governance costs (see note 8) | 106,272 | 80,065 |
| | 6,740,229 | 2,958,898 |

**8 Support costs**

| | Support costs | Governance costs | 2022 | 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Staff costs (note 10) | 354,466 | - | 354,466 | 93,105 |
| Audit fees | - | 14,000 | 14,000 | 14,000 |
| Legal and professional | - | 89,921 | 89,921 | 63,755 |
| Accountancy fees | - | 2,350 | 2,350 | 2,310 |
| | 354,466 | 106,271 | 460,737 | 173,170 |
| Analysed between | | | | |
| Charitable activities | 354,465 | 106,272 | 460,737 | 173,170 |
| | 354,465 | 106,272 | 460,737 | 173,170 |

All support and governance costs are deemed to be for charitable purposes and have therefore been allocated in their entirety to charitable activities.

Governance costs includes payments to the auditors of £14,000 (2021: £14,000) for audit fees.

**9 Trustees**

Key management personnel are regarded as the trustees and the managing director. None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year. The total key management remuneration paid in the period totalled £79,333 (2021: £46,667).

Two daughters of two of the Trustees received remuneration during the year totalling £3,483 (2021: £nil) which has been made at an arm lengths basis.

**10 Employees**

The average monthly number of employees during the year was:

| | 2022 Number | 2021 Number |
|---|---|---|
| | 355 | 259 |

| **Employment costs** | 2022 £ | 2021 £ |
|---|---|---|
| Wages and salaries | 3,293,045 | 1,830,711 |
| Social security costs | 184,059 | 95,006 |
| Other pension costs | 74,729 | 48,396 |
| | 3,551,833 | 1,974,113 |

Other than key management personnel as disclosed in note 9, no other employee received remuneration in excess of £60,000.

**10 Employees** **(Continued)**

| **Employment costs have been allocated as follows:** | **2022** | **2021** |
|---|---|---|
| | **£** | **£** |
| Raising funds (note 6) | 263,108 | 87,775 |
| Charitable activities (note 7) | 2,934,259 | 1,793,233 |
| Support costs (note 8) | 354,466 | 93,105 |
| | 3,551,833 | 1,974,113 |

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

**11 Tangible fixed assets**

| | **Leasehold land and buildings** | **Fixtures and fittings** | **Computers** | **Total** |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| **Cost** | | | | |
| At 1 April 2021 | - | 7,316 | - | 7,316 |
| Additions | 62,291 | 78,200 | 20,255 | 160,746 |
| At 31 March 2022 | 62,291 | 85,516 | 20,255 | 168,062 |
| **Depreciation and impairment** | | | | |
| At 1 April 2021 | - | 80 | - | 80 |
| Depreciation charged in the year | 1,038 | 7,428 | 2,997 | 11,463 |
| At 31 March 2022 | 1,038 | 7,508 | 2,997 | 11,543 |
| **Carrying amount** | | | | |
| At 31 March 2022 | 61,253 | 78,008 | 17,258 | 156,519 |
| At 31 March 2021 | - | 7,236 | - | 7,236 |

## 12 Fixed asset investments

| | Other investments |
|---|---|
| **Cost or valuation** | |
| At 1 April 2021 | - |
| Additions | 100 |
| At 31 March 2022 | 100 |
| **Carrying amount** | |
| At 31 March 2022 | 100 |
| At 31 March 2021 | - |

| Other investments comprise: | Notes | 2022 £ | 2021 £ |
|---|---|---|---|
| Investments in subsidiaries | 20 | 100 | - |

## 13 Stocks

| | 2022 £ | 2021 £ |
|---|---|---|
| Goods for resale | 39,826 | 22,527 |

## 14 Debtors

| Amounts falling due within one year: | 2022 £ | 2021 £ |
|---|---|---|
| Trade debtors | 132,029 | 8,881 |
| Amounts owed by fellow group undertakings | 1,512 | - |
| Other debtors | 22,968 | 20,473 |
| Prepayments and accrued income | 62,623 | 219,165 |
| | 219,132 | 248,519 |

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

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Other taxation and social security | 77,298 | 50,216 |
| Deferred income | 194,883 | 349,599 |
| Trade creditors | 378,116 | 116,706 |
| Other creditors | 27,899 | 16,025 |
| Accruals | 212,508 | 161,906 |
| | 890,704 | 694,452 |

**16 Retirement benefit schemes**

**Defined contribution schemes**

The charity contributes to the following pension schemes:

- 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.
- LGPS scheme, a defined benefit scheme. The assets of the scheme are held separately from those of the charity. The scheme is administered by the Royal Borough of Windsor and Maidenhead (RBWM). No provision has been provided for or disclosed within these financial statements on the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM.

The charge to profit or loss in respect of defined contribution schemes was £74,729 (2021 - £48,396).

**17 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

| | Movement in funds | | | |
|---|---|---|---|---|
| | Incoming resources | Balance at 1 April 2021 | Transfers | Balance at 31 March 2022 |
| | £ | £ | £ | £ |
| Leisure centre repairs | - | - | 564,177 | 564,177 |
| | - | - | 564,177 | 564,177 |

The Trustees have designated the above funds to be used on future developments of the centres. The charity is currently receiving quotes for the development that will be carried out on the centres over the next 12 months.

**18 Financial commitments, guarantees and contingent liabilities**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows £2,307,096 (2021: £1,141,792).

**19 Related party transactions**

During the year Leisure Focus received income for use of the pitches at the centres from Maidenhead United Women's FC totalling £4,939 (2021: nil), an entity in which a Trustee and key management personnel are related to. All transactions have been made at an arms length basis.

At the balance sheet date the Charity was owed £1,512 (2021: nil) from Leisure Focus Limited, a wholly owned subsidiary of the Charity.

**20 Subsidiaries**

These financial statements are separate charity financial statements for Leisure Focus Limited.

Details of the charity's subsidiaries at 31 March 2022 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct | % Held Indirect |
|---|---|---|---|---|---|
| Leisure Focus Limited | England and Wales | Event catering | Ordinary shares | 100.00 | |

**21 Cash generated from operations**

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Surplus for the year | 608,749 | 27,256 |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (94) | - |
| Depreciation and impairment of tangible fixed assets | 11,463 | 80 |
| Movements in working capital: | | |
| (Increase) in stocks | (17,299) | (22,527) |
| Decrease/(increase) in debtors | 29,387 | (248,519) |
| Increase in creditors | 350,968 | 344,853 |
| (Decrease)/increase in deferred income | (154,716) | 349,599 |
| **Cash generated from operations** | 828,458 | 450,742 |

**22 Analysis of changes in net funds**

| | At 1 April 2021 | Cash flows | At 31 March 2022 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | 443,426 | 667,706 | 1,111,132 |
| | 443,426 | 667,706 | 1,111,132 |

The charity had no debt during the year.

**LEISURE FOCUS TRUST**

England & Wales - Charity number 1190095

# Accounts

Charity Registration No. 1190095

# LEISURE FOCUS TRUST

# ANNUAL REPORT AND FINANCIAL STATEMENTS

# FOR THE PERIOD ENDED 31 MARCH 2021

# LEISURE FOCUS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

| | | |
|---|---|---|
| **Trustees** | Ms S J Anstiss | (Appointed 1 August 2020) |
| | Mr T J Wheeler | (Appointed 1 August 2020) |
| | Mrs N Dutton | (Appointed 1 May 2021) |
| | Mr C Joyce | (Appointed 3 January 2021) |
| | Mr J Rakhra | (Appointed 1 May 2021) |
| | Mr S Franks | (Appointed 1 May 2021) |
| **Chair** | Mr A Moorehouse | (Appointed 3 January 2021) |
| **Charity number** | 1190095 | |
| **Principal address** | Windsor Leisure Centre<br>Stovell Road<br>WINDSOR<br>SL4 5JB | |
| **Auditor** | Craufurd Hale Audit Services Limited<br>C/O Craufurd Hale Group<br>Ground Floor, Arena Court<br>Crown Lane<br>MAIDENHEAD<br>SL6 8QZ | |

# LEISURE FOCUS TRUST

## CONTENTS


| | Page |
|---|---|
| Trustees report | 1 - 4 |
| Independent auditor's report | 5 - 8 |
| Statement of financial activities | 9 |
| Balance sheet | 10 |
| Statement of cash flows | 11 |
| Notes to the financial statements | 12 - 20 |

# LEISURE FOCUS TRUST

## TRUSTEES REPORT

## *FOR THE PERIOD ENDED 31 MARCH 2021*

The trustees present their annual report and financial statements for the period ended 31 March 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 governing document, the Charities Act 2011 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)".

**Objectives and activities**
The charity's objects are as follows:

To ensure the safety of all visitors and staff that use our sites
To communicate with local stakeholders and engage all members of our local community into an active lifestyle
To increase visitor numbers year on year through innovative programming
To manage the council's assets to maximise the benefits of services

**Our missions and values**

**Our mission**
To provide excellent service and value to the communities which we serve.

**Our values**
In every role, across every site, our staff are the 'face' of Leisure Focus. Together, we:

Focus on the Customer
Approach everything systematically
Collaborate to achieve
Exceed expectation

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

**Public Benefit**
The trustees have considered the guidance offered by the Charity Commission on public benefit and are confident that the objectives of the charity, as stated above, fall under the purposes defined by section 17 of the Charities Act 2011.

**Achievements and performance**

The service period was from 1st August 2020 to 31st March 2021, a challenging time period for Leisure Focus. It was the first period of the partnership with the Royal Borough of Windsor and Maidenhead (RBWM).

Operations were impacted by the COVID-19 pandemic. In total there were 129 days' forced closure during the service period.

During periods of closure, the Trust consolidated expenditure and used financial support through the Government furlough scheme and local authority financial support. Sites were put into a state of full closure to ensure minimal operating costs. 3 essential staff remained non-furloughed to manage the statutory obligations of the facilities. Leisure Focus Trust also supported the local council with the fight against COVID-19, by establishing and operating Lateral Flow testing sites.

Throughout the service period, performance was focused on stabilising the operations of the Trust, performance recovery and mitigating the impact of COVID-19.

In line with the Trusts corporate risk register, risk assessments were carried out at each stage of Government changes in restrictions to ensure all operations were safely reintroduced.

The Trust took over responsibility of Braywick Leisure centre on Wednesday 9th September 2020, opening the doors to the public on Saturday 12th September.

The Trust handed back responsibility for Magnet Leisure centre on 31st August 2020.

To support performance recovery, the Trust established an online presence throughout the service period with the launch of a new website, app for bookings and transactions and delivered online classes.

Overall, the Trust ended the service period with an established stable financial and operational position that will support the medium and longer term forecast of the Trusts' operations.

**Financial review**

The total income for the period was £3,136,106. Of this, £1,451,346 was received with respect to the charitable activities of the charity such as fitness/centre memberships, facility hire, swimming courses and pool hire. Membership income was severely impacted by COVID-19. As discussed above, in total there were 129 days' forced closure during the service period. During these forced closure periods, the charity earned no income through its normal charitable activities.

Income was supplemented during periods of forced closure by providing services with respect to lateral flow testing and track and trace. This amounted to £608,609.

The trustees also made the decision to furlough the majority of the staff with only 3 essential staff members not being furloughed. The charity received £740,225 with respect to furlough claims made during the period.

Total resources expended were £3,108,850. The cost of raising funds was £149,952 and the expenditure on charitable activities was £2,958,898. The main cost of the charity was salary costs which totalled £1,974,113 for the period.

Despite the charity's operations being impacted by COVID-19, the resulting net movement of funds was a surplus of £27,256.

**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 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 period.

**Structure, governance and management**
The charity is a charitable incorporated organisation registered with the Charity Commission. The charity was incorporated on 24 June 2020 and began its operations in August 2020.

The trustees who served during the period and up to the date of signature of the financial statements were:

| | |
|---|---|
| Mr A Moorehouse (Chair) | (Appointed 3 January 2021) |
| Ms S J Anstiss | (Appointed 1 August 2020) |
| Mr T J Wheeler | (Appointed 1 August 2020) |
| Mrs N Dutton | (Appointed 1 May 2021) |
| Mr C Joyce | (Appointed 3 January 2021) |
| Mr J Rakhra | (Appointed 1 May 2021) |
| Mr S Franks | (Appointed 1 May 2021) |

All trustees give their time voluntarily and receive no benefits from the charity. The trustees are highly motivated to ensure that the Board has the necessary spread of skills and expertise to ensure good governance.

The recruitment of the trustees is carried out by Ocean Edge who have been appointed to manage the recruitment process for Leisure Focus Trust. They prepare the requirements and then advertise them. From here the existing Trustees then shortlist the applicants.

There is an induction process in place for new trustees and ongoing training to enable all trustees to keep up to date with changes in regulation and/or good practice.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the charity and guarantee to contribute £1 in the event of a winding up.

**Statement of trustees responsibilities**
The trustees 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).

The law applicable to charities in England and Wales 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 of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 sufficient 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. 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.

## TRUSTEES REPORT (CONTINUED)

***FOR THE PERIOD ENDED 31 MARCH 2021***

The trustees report was approved by the Board of Trustees.

.....

Mr T J Wheeler
**Trustee**

Date: 28/4/22

# LEISURE FOCUS TRUST

## INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF LEISURE FOCUS TRUST

### Opinion

We have audited the financial statements of Leisure Focus Trust (the 'charity') for the period ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the period 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 Charities Act 2011.

### 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 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 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.

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

**Fraud and breaches of laws and regulations - ability to detect**
*Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:
- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the charitable objectives of the charity.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make in appropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including identifying journal entries to test based on risk criteria and comparing identified entries to supporting documentation. These included those posted to unrelated accounts, those posted containing key words, and those posted to an account linked to a fraud risk.

*Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, and through discussions with the trustees and other management (as required by auditing standards), and from inspection of the Charity's regulatory and legal correspondence and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related charities legislation) and tax legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

We did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the financial statements.

*Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

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 charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Christopher Krol FCA (Senior Statutory Auditor)**
**for and on behalf of Craufurd Hale Audit Services Limited** .....

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

C/O Craufurd Hale Group
Ground Floor, Arena Court
Crown Lane
MAIDENHEAD
SL6 8QZ

Craufurd Hale Audit Services Limited 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.

# LEISURE FOCUS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

### *FOR THE PERIOD ENDED 31 MARCH 2021*

| | Notes | Unrestricted funds 2021 £ |
|---|---|---|
| **Charitable activities** | | |
| Membership fees and activities | 2 | 1,451,346 |
| Shop and other sales income | 3 | 55,216 |
| Special grants and COVID related income | 4 | 1,629,544 |
| **Total income** | | 3,136,106 |
| **Expenditure on:** | | |
| Raising funds | 5 | 149,952 |
| Charitable activities | 6 | 2,958,898 |
| **Total resources expended** | | 3,108,850 |
| **Net income for the period/ Net movement in funds** | | 27,256 |
| **Fund balances at 31 March 2021** | | 27,256 |

With the exception of the special grants and COVID-related income, the Statement of Financial Activities reflects continuing activities.

All income and expenditure derive from continuing activities.

The charity was incorporated on 24 June 2020 and trading commenced in August 2020.

# LEISURE FOCUS TRUST

## BALANCE SHEET

### *AS AT 31 MARCH 2021*

| | Notes | 2021 £ | £ |
|---|---|---|---|
| **Fixed assets** | | | |
| Tangible assets | **10** | | 7,236 |
| **Current assets** | | | |
| Stocks | **11** | 22,527 | |
| Debtors | **12** | 248,519 | |
| Cash at bank and in hand | | 443,426 | |
| | | 714,472 | |
| **Creditors: amounts falling due within one year** | **13** | (694,452) | |
| Net current assets | | | 20,020 |
| **Total assets less current liabilities** | | | 27,256 |
| **Income funds** | | | |
| Unrestricted funds | | | 27,256 |
| | | | 27,256 |

The financial statements were approved by the Trustees on 28/4/22

.....

Mr T J Wheeler
**Trustee**

# LEISURE FOCUS TRUST

## STATEMENT OF CASH FLOWS

### *FOR THE PERIOD ENDED 31 MARCH 2021*

| | Notes | 2021 £ | £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Cash generated from/(absorbed by) operations | 17 | | 450,742 |
| **Investing activities** | | | |
| Purchase of tangible fixed assets | | (7,316) | |
| **Net cash used in investing activities** | | | (7,316) |
| **Net cash used in financing activities** | | | - |
| **Net increase in cash and cash equivalents** | | | 443,426 |
| Cash and cash equivalents at beginning of period | | | - |
| **Cash and cash equivalents at end of period** | | | 443,426 |

## 1 Accounting policies

### Charity information

Leisure Focus Trust is a not-for-profit Charitable Incorporated Organisation (CIO), having no share capital. The charity is registered in England and Wales. The registered office is Windsor Leisure Centre, Stovell Road, Windsor, SL4 5JB.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, 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)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity was incorporated on 24 June 2020 and began its operations in August 2020. These financial statements are the first financial statements of the charity and represent a period of nine months and six days.

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.

### 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.

Income from membership is recognised on a straight line basis over the period covered by the membership.

Income form the operation of catering, vending and the sale of clothing and equipment is recognised as income in the period in which the charity becomes entitled to the receipt.

Hire of facilities and equipment is recognised in the period to which the hire transpires.

Revenue grants receivable are recognised in the Statement of Financial Activities when there is evidence of entitlement, receipt is probable and its amount can be measured reliably.

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

**1.5 Expenditure**

Expenditure is included on an accruals basis and has been classified under headings that aggregate all costs related to the category.

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. Staff costs are allocated on the basis of time spent.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation.

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

| | |
|---|---|
| Fixtures and fittings | 25% straight line |

**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 less costs to complete and sell.

**1.9 Cash and cash equivalents**

Cash and cash equivalents are basic financial assets and represents cash in hand.

**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.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price including transaction costs Financial assets classified as receivable within one year are not amortised.

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

***Basic financial liabilities***

Basic financial liabilities, including creditors are recognised at transaction.

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 one the basis that these are due within one year or less.

***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 retirement benefit schemes are charged as an expense as they fall due.

**2 Membership fees and activities**

| | Charitable Income 2021 | Total 2021 |
|---|---|---|
| | £ | £ |
| Fitness memberships | 749,520 | 749,520 |
| Fitness other | 19,014 | 19,014 |
| Indoor activities | 35,432 | 35,432 |
| Outdoor activities | 94,846 | 94,846 |
| Tennis | 8,504 | 8,504 |
| Centre membership | 55,881 | 55,881 |
| Swimming pool pay and play | 50,710 | 50,710 |
| Swimming pool hire | 39,165 | 39,165 |
| Swimming courses | 178,164 | 178,164 |
| Swimming memberships | 37,531 | 37,531 |
| Facility Hire and hire of equipment | 174,454 | 174,454 |
| Childrens activities | 742 | 742 |
| Miscellaneous | 7,383 | 7,383 |
| | 1,451,346 | 1,451,346 |

## 3 Shop and other sales income

| | Unrestricted funds 2021 £ |
|---|---|
| Sale of goods - Catering | 39,564 |
| Sale of goods - Vending | 2,327 |
| Sale of goods - Clothing and equipment | 13,100 |
| Sale of goods - Other | 225 |
| Other trading activities | 55,216 |

## 4 Special grants and COVID related income

| | Unrestricted funds 2021 £ |
|---|---|
| Lateral flow testing and track and trace | 608,609 |
| CJRS furlough claims | 740,225 |
| RBWM start up grant | 153,063 |
| RBWM contribution towards employment costs | 43,647 |
| National Leisure Relief | 84,000 |
| | 1,629,544 |

## 5 Raising funds

| | Unrestricted funds 2021 £ |
|---|---|
| Sale of good purchases | 51,994 |
| Cost of food | 17,612 |
| Cost of beverages | 74 |
| Cost of clothing | 3,349 |
| Closing stock | (22,527) |
| Till differences | (2,228) |
| Cost of goods sold | 48,274 |
| Marketing and advertising costs | 13,903 |
| Staff costs (note 9) | 87,775 |
| | 149,952 |

## 6 Charitable activities

| | 2021<br>£ |
|---|---|
| Staff costs (note 9) | 1,793,233 |
| Depreciation and impairment | 80 |
| Self employed coaches | 39,543 |
| Travel and subsistence | 20 |
| Training | 6,716 |
| Cleaning | 33,966 |
| Maintenance and repairs | 105,599 |
| Computer costs | 58,077 |
| Insurance | 68,470 |
| Printing, postage and stationary | 6,599 |
| Rates | 417,953 |
| Health and Safety | 5,376 |
| Legal and professional | 3,047 |
| RBWM support costs | 84,000 |
| Bank charges | 2,939 |
| Small assets and consumables | 7,587 |
| Telephone | 10,248 |
| Partial VAT exemptions | 117,893 |
| Licences | 22,203 |
| Terminal charges | 1,617 |
| Miscellaneous expenses | 562 |
| | 2,785,728 |
| Share of support costs (see note 7) | 93,105 |
| Share of governance costs (see note 7) | 80,065 |
| | 2,958,898 |

## 7 Support costs

| | Support costs | Governance costs | 2021 |
|---|---|---|---|
| | £ | £ | £ |
| Staff costs (note 9) | 93,105 | - | 93,105 |
| Audit fees | - | 14,000 | 14,000 |
| Legal and professional | - | 63,755 | 63,755 |
| Accountancy fees | - | 2,310 | 2,310 |
| | 93,105 | 80,065 | 173,170 |
| Analysed between | | | |
| Charitable activities | 93,105 | 80,065 | 173,170 |
| | 93,105 | 80,065 | 173,170 |

All support and governance costs are deemed to be for charitable purposes and have therefore been allocated in their entirety to charitable activities.

Governance costs includes payments to the auditors of £14,000 for audit fees.

## 8 Trustees

Key management personnel are regarded as the trustees and the managing director. None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the period. The total key management remuneration paid in the period totalled £46,667.

## 9 Employees

The average monthly number of employees during the period was:

| | 2021 |
|---|---|
| | Number |
| | 259 |

| Employment costs | 2021 |
|---|---|
| | £ |
| Wages and salaries | 1,830,711 |
| Social security costs | 95,006 |
| Other pension costs | 48,396 |
| | 1,974,113 |

## 9 Employees (Continued)

| Employment costs have been allocated as follows: | 2021 |
|---|---|
| | £ |
| Raising funds (note 5) | 87,775 |
| Charitable activities (note 6) | 1,793,233 |
| Support costs (note 7) | 93,105 |
| | 1,974,113 |

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

## 10 Tangible fixed assets

| | Fixtures and fittings |
|---|---|
| | £ |
| **Cost** | |
| Additions | 7,316 |
| At 31 March 2021 | 7,316 |
| **Depreciation and impairment** | |
| Depreciation charged in the period | 80 |
| At 31 March 2021 | 80 |
| **Carrying amount** | |
| At 31 March 2021 | 7,236 |

## 11 Stocks

| | 2021 |
|---|---|
| | £ |
| Goods for resale | 22,527 |

## 12 Debtors

| Amounts falling due within one year: | 2021 |
|---|---|
| | £ |
| Trade debtors | 8,881 |
| Other debtors | 20,473 |
| Prepayments and accrued income | 219,165 |
| | 248,519 |

## 13 Creditors: amounts falling due within one year

| | Notes | 2021 £ |
|---|---|---|
| Other taxation and social security | | 50,216 |
| Deferred income | | 349,599 |
| Trade creditors | | 116,706 |
| Other creditors | | 16,025 |
| Accruals | | 161,906 |
| | | 694,452 |

## 14 Retirement benefit schemes

**Defined contribution schemes**

The charity contributes to the following pension schemes:

- 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.
- LGPS scheme, a defined benefit scheme. The assets of the scheme are held separately from those of the charity. The scheme is administered by the Royal Borough of Windsor and Maidenhead (RBWM). No provision has been provided for or disclosed within these financial statements on the basis that any liability arising from the deficit in funding of the scheme is deemed to be a liability of RBWM.

The charge to profit or loss in respect of defined contribution schemes was £48,396.

## 15 Financial commitments, guarantees and contingent liabilities

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows £1,141,792.

## 16 Related party transactions

Other than remuneration received by key management personnel as disclosed in note 8, there were no other disclosable related party transactions during the period.

| 17 | **Cash generated from operations** | **2021** |
|---|---|---|
| | | **£** |
| | Surplus for the period | 27,256 |
| | Adjustments for: | |
| | Depreciation and impairment of tangible fixed assets | 80 |
| | Movements in working capital: | |
| | (Increase) in stocks | (22,527) |
| | (Increase) in debtors | (248,519) |
| | Increase in creditors | 344,853 |
| | Increase in deferred income | 349,599 |
| | **Cash generated from operations** | 450,742 |

**18 Analysis of changes in net funds**

| | At 24 June 2020 | Cash flows | At 31 March 2021 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | - | 443,426 | 443,426 |
| | - | 443,426 | 443,426 |

The charity had no debt during the year.