

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
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Charity number	1190095
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Principal address	Windsor Leisure Centre Stovell Road WINDSOR SL4 5JB
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Auditor	Craufurd Hale Audit Services Limited C/O Craufurd Hale Group Ground Floor, Arena Court Crown Lane MAIDENHEAD SL6 8QZ
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LEISURE FOCUS TRUST

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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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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'.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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 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.

The trustees report was approved by the Board of Trustees.

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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.

LEISURE FOCUS TRUST

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.

LEISURE FOCUS TRUST

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

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.

LEISURE FOCUS TRUST

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

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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

		Unrestricted funds 2022 £	Unrestricted funds 2021 £
	Notes		
<u>Charitable activities</u>			
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
<u>Expenditure on:</u>			
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 £	£	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					
<u>Unrestricted funds</u>					
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

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Mr T J Wheeler

Trustee

LEISURE FOCUS TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	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

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

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 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.

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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.

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>6,803,543</u>	<u>6,803,543</u>	<u>1,451,346</u>	<u>1,451,346</u>

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	<u>544,594</u>	<u>55,216</u>

4 Investments

	Unrestricted funds 2022 £	Total 2021 £
Interest receivable	<u>94</u>	<u>-</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>593,307</u>	<u>1,629,544</u>

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)
	<u>257,853</u>	<u>48,274</u>
Cost of goods sold	257,853	48,274
Marketing and advertising costs	71,599	13,903
Staff costs (note 10)	263,108	87,775
	<u>592,560</u>	<u>149,952</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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	-
	<u>6,279,492</u>	<u>2,785,728</u>
Share of support costs (see note 8)	354,465	93,105
Share of governance costs (see note 8)	106,272	80,065
	<u>6,740,229</u>	<u>2,958,898</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>354,466</u>	<u>106,271</u>	<u>460,737</u>	<u>173,170</u>
Analysed between				
Charitable activities	<u>354,465</u>	<u>106,272</u>	<u>460,737</u>	<u>173,170</u>
	<u>354,465</u>	<u>106,272</u>	<u>460,737</u>	<u>173,170</u>

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
	<u>355</u>	<u>259</u>
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
	<u>3,551,833</u>	<u>1,974,113</u>

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

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>3,551,833</u>	<u>1,974,113</u>

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
	<u>62,291</u>	<u>85,516</u>	<u>20,255</u>	<u>168,062</u>
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
	<u>1,038</u>	<u>7,508</u>	<u>2,997</u>	<u>11,543</u>
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
	<u>61,253</u>	<u>78,008</u>	<u>17,258</u>	<u>156,519</u>
At 31 March 2021	-	7,236	-	7,236
	<u>-</u>	<u>7,236</u>	<u>-</u>	<u>7,236</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

12 Fixed asset investments

	Other investments
Cost or valuation	
At 1 April 2021	-
Additions	100
	<hr/>
At 31 March 2022	100
	<hr/>
Carrying amount	
At 31 March 2022	100
	<hr/>
At 31 March 2021	-
	<hr/>

	Notes	2022 £	2021 £
Other investments comprise:			
Investments in subsidiaries	20	100	-
		<hr/>	<hr/>

13 Stocks

	2022 £	2021 £
Goods for resale	39,826	22,527
	<hr/>	<hr/>

14 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
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
	<hr/>	<hr/>
	219,132	248,519
	<hr/>	<hr/>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>890,704</u>	<u>694,452</u>

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
	<u>-</u>	<u>-</u>	<u>564,177</u>	<u>564,177</u>

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).

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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	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
	<u>443,426</u>	<u>667,706</u>	<u>1,111,132</u>

The charity had no debt during the year.