

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
Mr T J Wheeler
Mrs N Dutton
Mr C Joyce
Mr S Franks

Chair

Mr A Moorehouse

Charity number

1190095

Principal address

Windsor Leisure Centre
Stovell Road
WINDSOR
SL4 5JB

Auditor

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

LEISURE FOCUS TRUST

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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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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'

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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 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.

LEISURE FOCUS TRUST

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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

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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.

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

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

		Unrestricted funds 2023 £	Unrestricted funds 2022 £
	Notes		
<u>Income from:</u>			
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
<u>Expenditure on:</u>			
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.

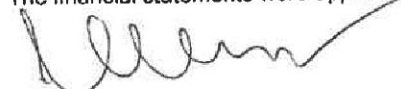
LEISURE FOCUS TRUST

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	12	291,398		156,519	
Investments	13	100		100	
		<u>291,498</u>		<u>156,619</u>	
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	
		<u>1,849,455</u>		<u>1,370,090</u>	
Creditors: amounts falling due within one year	16	(1,138,170)		(890,704)	
Net current assets			<u>711,285</u>		<u>479,386</u>
Total assets less current liabilities			<u>1,002,783</u>		<u>636,005</u>
Income funds					
<u>Unrestricted funds</u>					
Designated funds	18	564,177		564,177	
General unrestricted funds		438,606		71,828	
		<u>1,002,783</u>		<u>636,005</u>	
		<u>1,002,783</u>		<u>636,005</u>	

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

LEISURE FOCUS TRUST

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 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 2023

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.

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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 2023

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
	<u>8,946,816</u>	<u>8,946,816</u>	<u>6,803,543</u>	<u>6,803,543</u>

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
	<u>901,691</u>	<u>544,594</u>
Other trading activities		

4 Investments

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

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

5 Special grants and COVID related income

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

6 Raising funds

	Unrestricted funds	Unrestricted funds
	2023 £	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)
	<u>487,286</u>	<u>257,853</u>
Cost of goods sold	487,286	257,853
Marketing and advertising costs	56,121	71,599
Staff costs (note 10)	287,548	263,108
	<u>830,955</u>	<u>592,560</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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
	<u>8,136,571</u>	<u>6,279,492</u>
Share of support costs (see note 8)	401,421	354,465
Share of governance costs (see note 8)	119,102	106,272
	<u>8,657,094</u>	<u>6,740,229</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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	-
	<u>401,421</u>	<u>119,102</u>	<u>520,523</u>	<u>460,737</u>
Analysed between				
Charitable activities	<u>401,421</u>	<u>119,102</u>	<u>520,523</u>	<u>460,737</u>
	<u>401,421</u>	<u>119,102</u>	<u>520,523</u>	<u>460,737</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 (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
	<u>401</u>	<u>355</u>
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
	<u>3,729,884</u>	<u>3,551,833</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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
	<u>3,729,884</u>	<u>3,551,833</u>

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 Taxation of 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	<u>62,291</u>	<u>12,353</u>	<u>240,482</u>	<u>46,061</u>	<u>361,187</u>
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	<u>13,496</u>	<u>1,852</u>	<u>41,084</u>	<u>13,357</u>	<u>69,789</u>
Carrying amount					
At 31 March 2023	<u>48,795</u>	<u>10,501</u>	<u>199,398</u>	<u>32,704</u>	<u>291,398</u>
At 31 March 2022	<u>61,253</u>	<u>-</u>	<u>78,008</u>	<u>17,258</u>	<u>156,519</u>

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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

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

14 Stocks

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

15 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
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

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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
	<u>1,138,170</u>	<u>890,704</u>

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:

	Balance at 1 April 2021 £	Transfers £	Balance at 1 April 2022 £	Movement in funds Incoming resources 31 £	Balance at March 2023 £
Leisure centre repairs	-	564,177	564,177	-	564,177
	<u>-</u>	<u>564,177</u>	<u>564,177</u>	<u>-</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.

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).

LEISURE FOCUS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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	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
	<u>1,111,132</u>	<u>217,501</u>	<u>1,328,633</u>

The charity had no debt during the year.