

Charity registration number 1190095

**LEISURE FOCUS TRUST**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

# LEISURE FOCUS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

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**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

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# LEISURE FOCUS TRUST

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# LEISURE FOCUS TRUST

## TRUSTEES REPORT

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

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The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

#### **Objectives and activities**

The charity's objects are as follows:

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

#### **Our missions and values**

##### **Our mission**

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

##### **Our values**

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

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

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

##### **Public Benefit**

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

# **LEISURE FOCUS TRUST**

## **TRUSTEES REPORT (CONTINUED)**

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

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#### **Introduction**

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

#### **Windsor Leisure Centre - Facilities include:**

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

#### **Braywick Leisure Centre - Facilities include:**

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

#### **Charters Leisure Centre - Facilities include:**

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

#### **Cox Green Leisure Centre - Facilities include:**

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

#### **Furze Platt Leisure Centre - Facilities include:**

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

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

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#### **Achievements and performance**

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

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

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

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

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

#### Events

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

#### Environmental Management

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

#### Swimming Lessons

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

#### Health & Safety

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

#### Children's Activities

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

#### Training Partnership

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

#### Sports Development

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### **Social Media and digital**

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

#### **National Campaigns**

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

#### **Availability and service**

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

#### **Activity Programming**

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

#### **Gym**

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

#### **Generations Junior Gym**

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

#### **Group Fitness**

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

#### **Junior Sports**

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

#### **FANS**

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

#### **GP referral**

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

#### **Events**

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2024**

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### **School Swimming**

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

### **Swimming**

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

### **Pricing**

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

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

Groups targeted include:

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

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

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



# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2024**

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### **Health and Safety**

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

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

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

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

### **Equipment**

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

## **MONTHLY PERFORMANCE**

### **Customer Feedback**

As a means of measuring customer satisfaction, each centre actively encourages direct internal customer feedback through verbal comments, through the website ([www.leisurefocus.org.uk](http://www.leisurefocus.org.uk)) and direct email.

### **Umbrella insight**

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

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

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

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### **Cleaning**

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

#### **Monthly Leisure Report**

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

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

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

#### **ANNUAL PERFORMANCE**

##### **Customer Usage**

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

##### **GP Referral**

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

##### **Partnership Working**

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

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

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

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

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

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

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

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

#### Future Developments

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

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

A notable development is the establishment of two subsidiary companies: Get in Focus Media and Thaam (operating name TDSS).

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

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

#### Potential Risk to the Business

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

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### Going concern

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

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

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

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

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

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

#### Financial review

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

#### Reserves policy

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

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

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

#### Structure, governance and management

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

# LEISURE FOCUS TRUST

## TRUSTEES REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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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 2005 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 2024**

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#### **Disclosure of information to auditor**

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

The trustees report was approved by the Board of Trustees.



Mr T J Wheeler  
Trustee

Date: 31<sup>st</sup> Jan 2025

# LEISURE FOCUS TRUST

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF LEISURE FOCUS TRUST

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#### Opinion

We have audited the financial statements of Leisure Focus Trust (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Charities SORP Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

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

We have nothing to report in this regard.

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

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

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

# LEISURE FOCUS TRUST

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

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### **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

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#### **Fraud and breaches of laws and regulations - ability to detect**

##### *Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the charitable objectives of the charity.

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

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

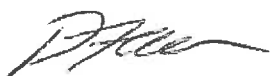
## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF LEISURE FOCUS TRUST

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

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



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

*31.01.2024*

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

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

# LEISURE FOCUS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2024

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

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

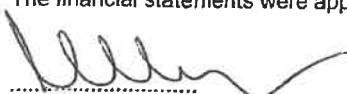
# LEISURE FOCUS TRUST

## BALANCE SHEET

AS AT 31 MARCH 2024

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

The financial statements were approved by the trustees on 31<sup>st</sup> Jan 2025



Mr T J Wheeler  
Trustee

# LEISURE FOCUS TRUST

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2024

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#### 1 Accounting policies

##### Charity information

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

##### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

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

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

##### 1.2 Going concern

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

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

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

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

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

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

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

##### 1.3 Charitable funds

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

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### 1 Accounting policies

(Continued)

##### 1.4 Income

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

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

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

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

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

##### 1.5 Expenditure

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

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

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

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

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

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

##### 1.6 Tangible fixed assets

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

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

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

---

### 1 Accounting policies

(Continued)

#### 1.7 Fixed asset investment

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

Fixed asset investments represents shares held in a subsidiary company.

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

#### 1.8 Impairment of fixed assets

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

#### 1.9 Stocks

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

#### 1.10 Cash and cash equivalents

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

#### 1.11 Financial instruments

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

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

##### **Basic financial assets**

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

##### **Basic financial liabilities**

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities on the basis that payment is due within one year or less.

##### **Derecognition of financial liabilities**

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

#### 1.12 Taxation

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

#### 1.13 Employee benefits

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



# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

### 1 Accounting policies

(Continued)

#### 1.14 Retirement benefits

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

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

### 2 Membership fees and activities

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

### 3 Shop and other sales income

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 4 Income from investments

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

### 5 Special grants and COVID related income

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

### 6 Raising funds

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 7 Charitable activities

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 8 Support costs

	Support costs £	Governance costs £	2024 £	2023 £
Staff costs (note 11)	357,322	-	357,322	401,421
Audit fees	-	16,990	16,990	14,000
Legal and professional	-	92,541	92,541	91,979
Bad debt	-	8,824	8,824	13,123
	<u>357,322</u>	<u>118,355</u>	<u>475,677</u>	<u>520,523</u>
Analysed between Charitable activities	<u>357,323</u>	<u>118,354</u>	<u>475,677</u>	<u>520,523</u>
	<u>357,323</u>	<u>118,354</u>	<u>475,677</u>	<u>520,523</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 £15,995 (2023: £14,000) for audit fees.

### 9 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	15,995	14,000
Depreciation of owned tangible fixed assets	<u>116,110</u>	<u>58,246</u>

### 10 Trustees and key management personnel

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

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

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 11 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
	413	401

#### Employment costs

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

#### Employment costs have been allocated as follows:

	2024 £	2023 £
Raising funds (note 6)	451,621	287,548
Charitable activities (note 7)	3,208,889	3,040,915
Support costs (note 8)	357,322	401,421
	4,017,832	3,729,884

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

### 12 Taxation

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 13 Tangible fixed assets

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 14 Fixed asset investments

		Other investments
<b>Cost or valuation</b>		
At 1 April 2023 & 31 March 2024		100
<b>Carrying amount</b>		
At 31 March 2024		100
At 31 March 2023		100

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

### 15 Stocks

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

### 16 Debtors

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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

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

#### 18 Retirement benefit schemes

	2024 £	2023 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	<u>64,142</u>	<u>73,325</u>

The charity contributes to the following pension schemes:

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

#### 19 Designated funds

The unrestricted funds of the charity comprise the unexpended balances of income received with respect to membership fees and activities which are not subject to specific conditions as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at 1 April 2022 £	Incoming resources £	Balance at 1 April 2023 £	Incoming resources £	Balance at 31 March 2024 £
Leisure centre repairs	564,177	-	564,177	-	564,177
	<u>564,177</u>	<u>-</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.



# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 20 Operating lease commitments

##### Lessee

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

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

#### 21 Events after the reporting date

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

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

#### 22 Related party transactions

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

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

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

#### 23 Subsidiaries

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

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

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

# LEISURE FOCUS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

24	Cash generated from operations	2024	2023
		£	£
	Surplus for the year	267,534	366,778
	Adjustments for:		
	Investment income recognised in statement of financial activities	(2,155)	(551)
	Depreciation and impairment of tangible fixed assets	116,110	58,246
	Movements in working capital:		
	Decrease/(increase) in stocks	6,860	(15,563)
	(Increase) in debtors	(341,337)	(246,301)
	Increase in creditors	649,060	184,897
	Increase in deferred income	67,671	62,569
	<b>Cash generated from operations</b>	<b>763,743</b>	<b>410,075</b>
25	Analysis of changes in net funds	At 1 April 2023	Cash flowsAt 31 March 2024
		£	£
	Cash at bank and in hand	1,328,633	1,524,272
		1,328,633	1,524,272

The charity had no material debt during the year.