



REDBRIDGE SPORTS CENTRE TRUST LIMITED

(Limited by Guarantee)
Company Number: 1000490
Charity Number: 303187



REPORT AND ACCOUNTS 2021

REDBRIDGE SPORTS CENTRE TRUST LIMITED

2021 REPORT AND ACCOUNTS

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REDBRIDGE SPORTS CENTRE TRUST LIMITED

FINANCIAL RESULTS AT A GLANCE

FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
1 INCOME AND EXPENDITURE ACCOUNT (page 19)		
Turnover	1,181,307	969,181
Cost of Sales	(1,219,532)	(1,305,942)
Administrative Expenses	(721,456)	(798,658)
Government Grants - Furlough	370,179	488,544
Revenue Grants – Sport England	254,893	-
Other Grant - Local Authority	43,643	-
Net Interest Expenses	(34,415)	(25,034)
(Deficit) for the year	<u>(125,381)</u>	<u>(671,909)</u>
 2 BALANCE SHEET (page 20)		
Tangible Fixed Assets	6,628,082	7,084,557
Net Current (Liabilities)/Assets	202,736	264,227
Creditors: Due more than one year	<u>(1,147,154)</u>	<u>(1,219,406)</u>
 Net Assets	<u>5,683,664</u>	<u>6,129,378</u>
 Restricted Funds	4,749,502	5,069,835
Unrestricted Funds	<u>934,162</u>	<u>1,059,543</u>
 Total Funds	<u>5,683,664</u>	<u>6,129,378</u>
 3 CAPITAL EXPENDITURE (page 26)		
Capital additions during the year	=	<u>1,220</u>
 4 MEMBERSHIP NUMBERS	Number	Number
	(February 2022)	(February 2021)
Life	1,749	1,759
Ultra/Easyplay/Executive	806	925
Principal/Reds	95	104
Off Peak	30	32
Student/Youth/Junior/Infant/E.C.L.T.A.	<u>1,657</u>	<u>2,029</u>
	<u>4,337</u>	<u>4,849</u>
 5 CORONAVIRUS		
Further details of the impact of the ongoing Coronavirus pandemic have been provided in the Chair's and Chief Executive's Annual Reports on pages 6-10.		

REDBRIDGE SPORTS CENTRE TRUST LIMITED

(A Company limited by Guarantee, not having a share
capital and Registered under the
Charities Act 1960)

COMPANY NUMBER: 1000490
CHARITY REGISTRATION NUMBER: 303187

28 February 2022

Redbridge Sports Centre
Forest Road
Barkingside
Essex
IG6 3HD
Tel: 0208 498 1000

Dear Sir or Madam

The forty-ninth ANNUAL GENERAL MEETING of REDBRIDGE SPORTS CENTRE TRUST LIMITED will be held in person (subject to the latest UK Government guidance) in the Edna Clarke Cafe in the Jean Brown Indoor Arena, Redbridge Sports Centre, Forest Rd, Barkingside, Essex on Monday 16 May 2022 at 7.00pm. I hope you will find it possible to attend.

Members attending the meeting should bring their membership cards with them and must complete an admission slip on entering the meeting.

Yours faithfully



Carolynne Spencer
Hon. Treasurer

AGENDA

1. To confirm the minutes of the Annual General Meeting held on 17 May 2021.
2. To deal with correspondence (if any) and receive apologies for absence.
3. To receive and, if approved, adopt the audited accounts for the year ended 31 December 2021.
4. To receive the Chair's Annual Report.
5. To report the results in respect of election to the Executive Board.
6. To appoint Auditors for the ensuing year.

REDBRIDGE SPORTS CENTRE TRUST LIMITED
COMPANY NUMBER : 1000490
CHARITY NUMBER 303187
REGISTERED OFFICE AND TRADING ADDRESS

Forest Road
Barkingside
Essex
IG6 3HD

DIRECTORS/TRUSTEES

CHAIR

*Mrs Ras Gohil

DEPUTY CHAIR

*John Fortescue

HON. TREASURER

*Carolynne Spencer

CHIEF EXECUTIVE

*Ken Leggate

EXECUTIVE BOARD

Eric Brown
Cllr. Joyce Ryan**
Cllr. Judith Garfield
Paul Clarke

Jane Kelloe**
Cllr. Robert Littlewood
Clive Rippon
Kartar Singh

MANAGER

Wayne Alexander

COMPANY SECRETARY

Carolynne Spencer

BANKERS

Barclays Bank Plc
320 New North Road
Hainault
Ilford
Essex IG6 3BU

STATUTORY AUDITORS

THP Limited
34-40 High Street
Wanstead
London
E11 2RJ

* Denotes Officer

** Denotes Co-Opted Member

The Trust's Articles of Association include a requirement that the Executive Board shall include four nominated members, being representatives of Bodies who supported the Trust from its inception. Those Bodies and their representatives are as follows:

Essex County Lawn Tennis Association :	Clive Rippon
Essex County Badminton Association :	Eric Brown
London Borough of Redbridge :	Cllr. Robert Littlewood and Cllr. Judith Garfield

REDBRIDGE SPORTS CENTRE TRUST LIMITED
CHAIR'S ANNUAL REPORT



In what has been a difficult 24 month period for many, it is more important than ever that we continue to focus all our efforts on serving the sporting and recreational needs of our members and the community. As we transition into a new financial year we find ourselves navigating a fragile landscape for public health, a difficult economy and in common with leisure trusts across the country, multiple challenges.

Whilst we continue to operate with confidence, we have seen a significant reduction in our income following lower customer footfall throughout the year and in particular over the winter period due to concerns over the Omicron variant and the "Plan B" measures which were implemented. There remain uncertainties around the rate of recovery, the strength of the economy, increasing costs and public confidence.

Our ability to recover fully, of course, depends on your continuing support. Current insight from the Leisure Trust sector confirms that the likelihood of a delayed recovery is becoming a reality. We have been prudent in our expectations and believe it may take 1 – 2 years to return to pre-pandemic operating levels for membership, participation and throughput. Whilst employment cost increases will be felt by many businesses, they disproportionately impact on the not for profit sector. We have identified and pursued all opportunities to reduce our operating costs and increased our prices on 1 Sept 2021, the first increase for 20 months.

Environmental, Social and Governance (ESG)

Having invested in the complete refurbishment of our 8 indoor tennis courts in August 2019, we had begun to enjoy the benefits of renewed interest in our facilities with high usage levels in individual bookings, our coaching and social programmes, match play and cardio tennis. Although the pandemic restrictions interrupted our momentum somewhat, I am pleased to say that our objective to provide players of all levels with the best possible tennis playing experience is being met. Our environmental responsibilities were fulfilled by the use of LED light fittings throughout, sensors and automatic timers on each court to ensure lights are automatically switched off when not in use. We estimate a reduction in electricity usage of more than 160,000 kWhrs per annum and associated saving of around 130 tonnes of CO₂ generation each year. The 50,000 hours expected lifetime of the lights will provide further savings in maintenance time and materials.

In support of the London Borough of Redbridge's plans to install more cycle tracks throughout the borough, our access road from Forest Road was widened and improvements were made to the layout of our main car park. This included surface repairs, re-painting of car park markings, provision of more disabled bays, relocated floodlighting columns and improved LED lighting.

Health Impacts

Although we have so far escaped the worst of the staff shortages experienced by many leisure and hospitality businesses, we remain at risk of interruptions caused by key front-of-house staff having to isolate with little or no notice. This introduces some operational concerns not only for the wellbeing of our staff but also uncertainty over the continuity of our service to members. We are more fortunate than many businesses to have a lean, nimble workforce, who have been encouraged to cross train where possible and we benefit from their flexible and committed approach.

REDBRIDGE SPORTS CENTRE TRUST LIMITED
CHAIR'S ANNUAL REPORT (continued)

Moving forward, charitable leisure trusts such as ourselves are excluded from government support packages and additional grants being made available to the hospitality and leisure industries. This lack of recognition for community leisure is particularly disappointing since throughout the pandemic, community leisure trusts have shown their value more than ever.

National Leisure Recovery Fund

With the support of London Borough of Redbridge, an application was made to the Sport England National Leisure Recovery Fund. The purpose of the fund was to support the reopening of leisure facilities and activities following the second period of national lockdown in England; provide the best chance of recovery to a position of sustainable operation over the medium to long term; enhance health and wellbeing; and support physical activity across England – contributing to the government's objectives around healthy lifestyles, reducing obesity and reducing inequality. Our application was successful, providing £228k of much needed grant support.

Quest

On 16 and 17 November, we underwent an independent "Quest" assessment of our facilities, staffing, processes and procedures. Supported by Sport England, Quest is the sport and leisure industry's only recognised quality assurance tool for facility management, sports development and physical activity and is designed to measure how effective organisations are at providing high quality services. Widely recognised as a tool for continuous improvement, Quest provided us with an independent review of the quality of our service provision; an assessment of how we measure up; a check and challenge process; an opportunity to benchmark and compare with best practice in the sector; a recognition of our strengths and opportunities for growth and provides us with an improvement plan for the journey. We achieved an overall rating of Very Good.

We continue to extend our online presence and have seen improved member engagement with 4,198 user downloads of our App and an average of 12,000 page clicks per month. The most popular modules have been Tennis, Classes, Badminton, Social Sessions and News. Over 62,000 bookings have now been made through our online Connect facility. On Social Media we have 2,117 Facebook and 494 Instagram followers, and a Google rating of 4.1 out of 5 stars across 639 reviews.

Executive Board

Finally, I am grateful to our Trustees who have been meeting by remote means regularly over the past year, for their commitment, continuing support and guidance.

The Trust's Executive Board is comprised of a mix of people elected from the membership, nominated by key stakeholders or co-opted by reason of their specific knowledge + experience. In our most recent review of the composition of our Executive Board, we completed a Trustees' Skills Audit to identify potential areas for future recruitment. We seek to strengthen representation and would welcome applications from those with experience in estate management, diversity and safeguarding.

I thank the staff for their flexibility, patience and resilience during an extended and difficult furlough period and congratulate the Management Team for their successful Quest assessment, for securing grant funding from Sport England, for reacting to the rapidly changing landscape and for sustaining our operation during one of the most difficult periods in recent years.


MRS RAS GOHIL

Chair, Redbridge Sports Centre Trust Limited
February 2022

REDBRIDGE SPORTS CENTRE TRUST LIMITED
CHIEF EXECUTIVE'S ANNUAL REPORT

Financial results

2021 was a year interrupted by enforced lockdowns followed by periods of reduced operations due to government restrictions placed on businesses and the public. Having started the year under Tier 4 restrictions, we were unable to operate in any meaningful way until the end of March when some of the restrictions began to be eased. The re-introduction of some schools bookings was followed by the restarting of outdoor team sports.

April saw the commencement of limited (same household) indoor activity with group exercise and full racket sports not allowed back until May. Restrictions were fully lifted in England on 19 July thanks to the success of the vaccine rollout programme. The national Coronavirus Job Retention Scheme (furlough) which had been sustaining our workforce throughout the year tapered off and finally came to an end on 30 September.

In spite of the severe limitations imposed throughout much of the year, our turnover of £1.18 Million was £212k improved on what we achieved in 2020, which was also impacted by covid restrictions. This was supplemented by Coronavirus Job Support Scheme (Furlough) grants of £370k and grants from the Sport England National Leisure Recovery Fund and Community Leisure Recover Fund of £228k and £26k respectively, which were received during the year.

Operating costs (including depreciation) were £1.94 million in 2021 (down from £2.1 million in 2020). Savings were achieved through reductions in staffing levels and operating efficiencies. Government measures to support businesses which we were able to make use of included business rates relief (100% relief from Jan – Jun and 66% relief from Jul- Dec).

The Trust made an accounting deficit of £(125,391) in 2021 compared with a deficit of £(671,909) in 2020.

We face significant challenges over the next 12 months with increasing financial pressures caused by a 6.6% increase in National Living Wage, increased national insurance costs, interest rate rises, higher operating costs due to supply chain inflation and rising energy costs. Although the coming months will be difficult, there is no better opportunity to clearly articulate the benefits and social value of the not-for profit sector and charitable leisure trusts in particular.

Flash Flooding

Flash flooding throughout the Redbridge area of the 25th July caused considerable disruption to operations and damage to several areas including indoor tennis courts (1 - 8), bistro, coffee shop, squash courts (6 and 7), corridors and offices in the Norman Booth Building and badminton/netball courts in the Jean Brown Indoor Arena.

Ongoing impact on the overall business was kept to a minimum; however the timescale for repairs proved to be challenging, due to slow responsiveness of contractors and supply chain problems. The repairs are being funded by our insurers.

Thanks to the hard work of our staff, indoor tennis courts were back in use within 3 days; floors on squash courts 6 and 7 were replaced and back in use by 1 November. In the main sports hall, insurers agreed to a complete floor replacement which was completed over the end of the year with the hall re-opening on 13 January 2022.

REDBRIDGE SPORTS CENTRE TRUST LIMITED
CHIEF EXECUTIVE'S ANNUAL REPORT (continued)

Factors affecting the Industry

Community Leisure UK, is the association of community sports and leisure facilities serving the needs of not for profit operators. CLUK reports that the Leisure Trust sector has faced an enormously challenging time over the past 2 years. Pandemic recovery periods have been longer than originally expected with public uncertainty and confusing government messaging over the Omicron variant impacting on customer footfall throughout the 4th quarter. Single site operators generally have fared better than the larger chains perhaps because most were carrying healthier levels of reserves at the start of the pandemic.

Community Leisure Recovery Fund

Sport England also announced a Community Leisure Recovery Fund which was intended to assist the reopening, recovery and sustainability of Community Leisure Centres, particularly single site operators such as ours. We received £26k from this fund.

Business Recovery

Our objective remains to provide a high standard of facility provision and continue to invest in the upkeep of our facilities and staff in the face of increasing competition from both commercial and public sector facilities. We expect our schedule of event bookings to pick up during 2022 with an already healthy level of interest from organisers and with the requirement for vaccine passports for spectators and participants likely to have been removed.

Members Successes

Executive Board member Eric Brown was presented with the Sport + Recreation Alliance Emeritus Award by HRH The Earl of Wessex. Eric was given the 2021 Award in recognition of a lifetime of support to badminton, volunteering in a wide range of roles for over 50 years, including his work with RSL.

In squash, Saarang Madhuri won the Essex Squash Closed under 13's and went on to play in the National finals. Arman Bassi and Sam Bennett represented Essex and achieved runners up in the National finals.

In badminton - at the Suffolk U13 Bronze event, Sawoni Talati won gold in both the singles and doubles and the singles result helped her climb into the top 20 female singles players in England for her age group.

The Essex Badminton Restricted tournament saw Redbridge Performance Squad players collect 47 medals in September 2021 which represents over 45% of the medals available at the tournament. This included 10 gold medals for:

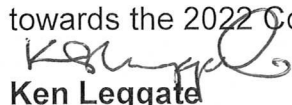
U12 Sawoni Talati

U14 Rayyan Asif, Sidhaant Garg and Rayyan Asif

U16 Nikhil Nayeck, Neha Kavalam, James Kannathasan, Ashlyyn Amirtanayagam,
and Neha Kavalam,

U18 MD Gopika Leneesh

The England 'Roses' Netball Team trained at the centre on 20th & 22nd November & Jamaica trained on 22nd & 26th November prior to the first of their series of 3 matches as the teams build towards the 2022 Commonwealth Games to be held in Birmingham.



Ken Leggate

Chief Executive, Redbridge Sports Centre Trust Limited
February 2022

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STRATEGIC REPORT

The Executive Board present their strategic report of the Trust for the year ended 31 December 2021.

Review of Business

The Trust made a net deficit of £125,381 (2020: net deficit £671,909). A comprehensive review of activity in the year, including the significant disruption caused by the ongoing Coronavirus Pandemic, is given in the Chief Executive's report on pages 8 and 9.

The net assets of the Trust are £5,683,664 at the balance sheet date. This reflects the solid position of the Trust from a solvency and liquidity point of view, and this strong balance sheet is the foundation on which the Trust can continue to grow and prosper.

Key Performance Indicators

The Trust uses the following Key Performance Indicators to monitor its financial performance:

	<u>2021</u>	<u>2020</u>
	£	£
Income for Charitable Activities	1,181,307	969,181
Payroll Costs (net of Furlough Claims)	881,571	866,336
Payroll/Turnover Ratio	74.63%	89.39%
Operating (deficit)	(90,966)	(646,874)
Net result	(125,381)	(671,909)

Principal Risks and Uncertainties

The Executive Board carry out a comprehensive risk review on an annual basis and have produced a policy document and implemented procedures to mitigate against existing risks and to monitor against exposure to potential future risks.

The Trust's primary risks, as noted from the latest review were:

Risk Type	Description
Financial	Financial risk from costs of increased borrowings
Financial	Risks of increasing costs and falling income
Operational	Risks that Insurance cover is not adequate - risks of uncovered legal claims and damages
Operational	Trust is very dependent on working IT to function
Operational	Loss of access to shared car parking and/or abuse of car park
Operational	Lack of storage space/damage or theft of equipment, untidy appearance, health and safety.
Strategic	General risks around large projects not going to plan
Strategic	Increased competition resulting in a loss of members
Strategic	Ageing buildings
Strategic	Business interruption from CV - closure for long periods
Legal and Regulatory	
Compliance	As a Charity that serves the public, the Trust must adhere to a range of Laws and Regulations.

The Trustees have put in place various strategies in order to reduce mitigate these risks, which include:

Producing a business plan and contingency budget and offering a broad range of facilities;

Developing a "Covid" strategy to safeguard the long term future of the Trust;


Preparing cash flows and reviewing debt covenants on a periodic basis;

Maintaining investment in the Centre and its IT function and embracing the efficiencies available through automation; and

Maintaining sufficient and relevant training for Trustees

Approval

This report was approved by the Board on 28 February 2022 and signed on its behalf.



Mrs Ras Gohil
Chair

REDBRIDGE SPORTS CENTRE TRUST LIMITED

REPORT OF THE EXECUTIVE BOARD

The Executive Board present their report and the financial statements for the year ended 31 December 2021.

Organisation

Details of the Trust's Organisation are disclosed on Page 33.

Principal Activity and Review of Business

The principal activity of the Trust is to administer the Redbridge Sports Centre to provide Sports and Leisure facilities at affordable prices to the Trust's Members and the local community.

Review of Objectives, Achievements and Future Aims

The Trust's primary objectives for 2021 were:

To increase levels of participation, to review and improve our online offering and to develop opportunities for further facility improvements.

The aims for 2022 and beyond are to continue to build on levels of participation across our principal sports and identify new opportunities for growth.

Public Benefit

The Trustees have complied with their duty as set out in the Charities Act to have due regard to the Charity Commissions' guidance on public benefit.

As explained above, the primary object of the Trust is to provide sports and leisure facilities at affordable prices to the Trust's Members and the local community.

The Executive Board are satisfied that the Trust has met its obligations in this respect during 2021. In particular:

- The Trust had 4,337 members as at February 2022 (2021: 4,849) , the significant majority of which use the Trust's facilities on a regular basis.
- The Trust's facilities are made available to the local community, in particular enabling the young and retired to further their interest in sport at concessionary rates.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

REPORT OF THE EXECUTIVE BOARD

Network Links

The Trust is a member of Community Leisure UK (CLUK), which provides technical support to the Trust.

The Trust is also a member of a fitness network that is a collaborative venture between four not-for-profit organisations that manage the majority of public sports and fitness facilities across south east England. Members who subscribe have access to over one hundred different leisure centres and swimming pools throughout the region.

Director/Trustee Recruitment

The Executive Board endeavour to recruit new Directors/Trustees, who can further develop and strengthen the skill base of the existing Executive Board. If any Member is interested in becoming a Director/Trustee, please contact the Chief Executive, Ken Leggate, at the Centre.

Members who express interest in joining the Board have exploratory discussions with the Chair and Chief Executive and, if considered appropriate, they are invited to attend a few Executive Board Meetings in order that they meet other Board Members and understand their responsibilities. If interest is sustained by all parties, and Board vacancies exist, the individual is then co-opted or encouraged to formally seek election to the Board at the Annual General Meeting.

Training of Directors

Following appointment, Directors are required to attend a meeting with the Chair and Chief Executive at which:

- the Trust's management structure and reporting procedures are explained; and
- the Director's obligations under Charity and Company Law are explained.

At that meeting explanatory training memoranda are provided to the Director, sourced from the Charity Commission or internally generated. Thereafter Directors are invited to attend various relevant courses when they become available.

Executive Board

Details of Board Members and changes up to the date of adoption of these accounts are shown on Page 5. An explanation of the Management Structure is provided on Page 33. During 2021 the members of the Executive Board received the following amounts as reimbursed expenses or fees:

Reimbursement of expenses: £nil :2020 £56 (One Board Members)

Coaching remuneration: £2,264 :2020 £2,998 (One Board Members)

The Trust maintains Directors' Indemnity Insurance on behalf of the Directors.

Statement of Directors/Trustees Responsibilities

The Trustees (who are also Directors of Redbridge Sports Centre Trust Limited for the purposes of companies law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (UK GAAP).

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the surplus or deficit of the Trust for that period. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;

REDBRIDGE SPORTS CENTRE TRUST LIMITED

REPORT OF THE EXECUTIVE BOARD

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

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement As To Disclosure of Information to Auditors

So far as the Directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Trust's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the Trust's auditors are aware of that information.

Charities SORP

The Statement of Recommended Practice 'Accounting and Reporting by Charities' FRS102 (effective 1 January 2019) has been complied with in the preparation of these accounts.

Fixed Assets

Details of movements in fixed assets are set out in Note 8 to the accounts on Page 26.

The Trust's buildings are insured on a reconstruction basis in the sum £21.1 Million which exceeds the net book value of the fixed assets.

Reserves Policy

The Executive Board have determined that the target balance on unrestricted funds (free reserves), not invested in tangible fixed assets held by the Trust, should approximate four months' expenditure (excluding depreciation – net of capital grant amortisation). Based on current expenditure levels this would amount to £600,000.

The establishment of a fund of free reserves is required in order to meet the cost of perceived major risks. These have been identified by the Board as:

- Insurable risks requiring short term bridging finance:
 - Flood
 - Fire
- A major decline in usage of a particular facility, due to public perception of the associated sport.
- Growth of alternate local competition, particularly in respect of gym facilities.

The level of free reserves was maintained at this level as at 31 December 2009 (£719,342) but fallen to a negative sum of £944,418 (note 13) in the subsequent years, partly as a result of the major investment in the Jean Brown Indoor Arena and also due to the significant deficit suffered during the current year. This reserves cycle has recurred throughout the life of the Trust, as free reserves have been built up to fund a new capital development (being Phases 1 to 10) and then been utilised for that funding purpose.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

REPORT OF THE EXECUTIVE BOARD

Auditors

In accordance with Section 485 of the Companies Act 2006, a resolution to re-appoint THP Limited as Auditors of the Trust will be proposed at the forthcoming Annual General Meeting.

Liability of Members

The liability of members is limited to £10 in the event of the Trust being wound up with insufficient funds to meet its debts.

Approval

This Report was approved by the Board on 28 February 2022 and signed on its behalf.

A handwritten signature in dark ink, consisting of several overlapping loops and a long horizontal stroke extending to the right, positioned above the name Mrs Ras Gohil.

Mrs Ras Gohil
Chair

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF **REDBRIDGE SPORTS CENTRE TRUST LIMITED**

Opinion

We have audited the financial statements of Redbridge Sports Centre Trust Limited (the 'charity') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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 directors' (referred to from here as 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 trustees are responsible for the other information. The other information comprises the information in the Strategic Report, The Chair's Annual Report and the Report of the Executive Board, but does not include the financial statements and our Report of the Auditors thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report, The Chair's Annual Report and the Report of the Executive Board for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Executive Board have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF **REDBRIDGE SPORTS CENTRE TRUST LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Executive Board.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on pages one and two, 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 necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the sector in which the charity operates;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011 and data protection, anti-bribery, employment, safeguarding, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
REDBRIDGE SPORTS CENTRE TRUST LIMITED

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and any other relevant regulators as required.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in a Report of the Auditors 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 members as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Green LLB FCA (Senior Statutory Auditor)
for and on behalf of THP Limited
Chartered Accountants
and Statutory Auditors
34-40 High Street
Wanstead
London
E11 2RJ

Date: 28 February 2022

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2021

	Restricted Funds (Capital Grants)	Unrestricted Fund (Income and Expenditure Account)	Total 2021	Total 2020
	£	£	£	£
INCOME:				
Income from generated funds				
Investment Income	-	142	142	627
Restricted Funds	-	-	-	-
Income from charitable activities				
Membership Fees	-	149,161	149,161	126,946
Use of Facilities	-	<u>1,032,146</u>	<u>1,032,146</u>	<u>842,235</u>
 Total Income	<u>-</u>	<u>1,181,449</u>	<u>1,181,449</u>	<u>969,808</u>
EXPENDITURE				
Charitable Activities (Note 3)	-	2,243,535	2,243,535	2,401,308
Governance Costs (Note 4)	-	17,786	17,786	25,654
Other Resources Expended				
Interest Charges (Note 21)	-	<u>34,557</u>	<u>34,557</u>	<u>25,661</u>
 Total Expenditure	<u>-</u>	<u>2,295,878</u>	<u>2,295,878</u>	<u>2,452,623</u>
 NET MOVEMENT BEFORE TRANSFERS	-	(1,114,429)	(1,114,429)	(1,482,816)
 GROSS TRANSFERS BETWEEN FUNDS				
Amortisation of Capital Grants	(320,333)	320,333	-	-
 GOVERNMENT GRANT	-	370,179	370,179	488,544
OTHER GRANTS	-	<u>298,536</u>	<u>298,536</u>	-
 NET MOVEMENT IN FUNDS	(320,333)	(125,381)	(445,714)	(994,272)
 RECONCILIATION OF FUNDS				
Total Funds Brought Forward	<u>5,069,835</u>	<u>1,059,543</u>	<u>6,129,378</u>	<u>7,123,650</u>
 Total Funds Carried Forward	<u>4,749,502</u>	<u>934,162</u>	<u>5,683,664</u>	<u>6,129,378</u>

The notes form part of this statement.

All income and expenditure derive from continuing activities.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 £	2020 £
TURNOVER			
Membership Fees		149,161	126,946
Use of Facilities		<u>1,032,146</u>	<u>842,235</u>
		1,181,307	969,181
COST OF SALES			
Direct Costs		(1,539,865)	(1,628,305)
Allocation from Restricted Fund in respect of amortisation of Capital Grants		<u>320,333</u>	<u>322,363</u>
		(1,219,532)	(1,305,942)
GROSS REVENUE (DEFICIT)		(38,225)	(336,761)
GOVERNMENT GRANTS		370,179	488,544
OTHER GRANTS		298,536	-
ADMINISTRATIVE EXPENSES		(721,456)	(798,658)
OPERATING (DEFICIT)	5	(90,966)	(646,874)
INTEREST RECEIVABLE		142	627
INTEREST PAYABLE	21	<u>(34,557)</u>	<u>(25,661)</u>
DEFICIT FOR THE YEAR	12	<u>(125,381)</u>	<u>(671,909)</u>

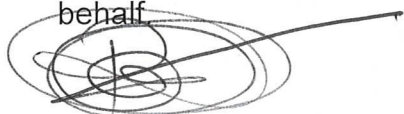
The notes form part of this Income and Expenditure Account.

The Statement of Financial Activities on page 19 provides further details of movements in funds.

REDBRIDGE SPORTS CENTRE TRUST LIMITED**BALANCE SHEET AS AT 31 DECEMBER 2021****COMPANY NO: 1000490**

	Note	2021 £	2020 £
FIXED ASSETS			
Tangible Assets	8	6,628,082	7,084,557
CURRENT ASSETS			
Stock		1,568	1,978
Debtors	9	123,844	104,793
Cash at Bank and In Hand		619,935	655,116
		<u>745,347</u>	<u>761,887</u>
CREDITORS : DUE WITHIN ONE YEAR			
Bank Loan	10	72,000	36,844
Other Loan		1,000	1,000
Trade Creditors		53,483	40,506
Taxation & Social Security		60,202	48,811
Accruals and Other Creditors		240,479	223,290
Deferred Income	20	115,447	144,404
Hire Purchase	10	-	2,805
		<u>542,611</u>	<u>497,660</u>
NET CURRENT (LIABILITIES)/ASSETS		202,736	264,227
TOTAL ASSETS LESS CURRENT LIABILITIES		6,830,818	7,348,784
CREDITORS: DUE MORE THAN ONE YEAR	10	(1,147,154)	(1,219,406)
NET ASSETS		5,683,664	6,129,378
THE FUNDS OF THE CHARITY			
Restricted – Capital Grants	11	4,749,502	5,069,835
Unrestricted – Income and Expenditure Accounts	12	934,162	1,059,543
TOTAL CHARITY FUNDS	14	<u>5,683,664</u>	<u>6,129,378</u>

The financial statements were approved by the Board on 28 February 2022 and signed on its behalf



Mrs Ras Gohil
Chair

The notes form part of this balance sheet.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2021

	2021	2020
	£	£
CASH FLOW FROM/(USED) BY OPERATING ACTIVITIES	39,135	(520,920)
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest income	142	626
Purchase of tangible fixed assets	-	(1,220)
Profit on disposal of fixed assets	-	-
	<u>142</u>	<u>(594)</u>
CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES	<u>142</u>	<u>(594)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest paid	(34,557)	(25,661)
Repayment of loan	(37,096)	(502,071)
New loan	-	1,256,250
Repayment of HP	<u>(2,805)</u>	<u>(32,855)</u>
CASH (USED BY)/FROM FINANCING ACTIVITIES	<u>(74,458)</u>	<u>695,663</u>
(Decrease)/Increase in cash and cash equivalents in the year	<u>(35,181)</u>	<u>174,149</u>
Cash and cash equivalents at the beginning of the year	655,116	480,967
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR (Note 22)	<u>619,935</u>	<u>655,116</u>

RECONCILIATION OF NET MOVEMENTS IN FUNDS TO NET CASH FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net movement in funds	(483,992)	(994,272)
Add back depreciation charge	476,578	525,812
Deduct interest income shown in investing activities	(142)	(626)
Add back interest payable	34,557	25,661
Deduct depreciation adjustment	(4,544)	-
Decrease in stock	410	1,837
(Increase) Decrease in debtors	(19,051)	13,285
Increase/(decrease) in creditors	<u>35,319</u>	<u>(76,121)</u>
NET CASH GENERATED BY/(USED) OPERATING ACTIVITIES	<u>39,135</u>	<u>(520,920)</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

ACCOUNTING POLICIES

General Information

The charity is a private charitable company limited by guarantee and registered in England & Wales. The charitable company's registered number and registered office address can be found on the Company Information page.

Statement of Compliance

The financial statements have been prepared in compliance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Companies Act 2006 and the Charities Act 2011.

The Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Basis of Preparation

These financial statements have been prepared on a going concern basis and under the historical cost convention.

The charity's functional and presentation currency is the pound sterling.

Critical Accounting Judgements and Estimation Uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a) Critical judgements in applying the entity's accounting policies

There are no specific judgements, apart from those involving estimates as detailed below, that management has made in the process of applying the entity's accounting policies that have a significant effect on the amounts recognised in the financial statements.

b) Critical accounting estimates and assumptions

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates can differ from the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates based on technological advancements, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of tangible assets and below for the depreciation policy in respect of each class of asset.

Revenue Recognition

Turnover consists of cash takings and sales earned during the year net of value added tax. Life membership fees are taken to the Income and Expenditure Account in equal instalments over six years. Annual membership fees are taken to the Income and Expenditure Account over the duration of the calendar year to which they relate. Income from bookings is recognised in the period in which the activity takes place.

Grants Receivable

Grants related to expenditure on tangible fixed assets are credited to the Income and Expenditure Account over the lives of those assets. Total grants receivable less the aggregate amounts credited to the Income and Expenditure Account at the Balance Sheet date are included in the Balance Sheet as Restricted Funds.

Revenue Grants are accounted for on a receivable basis.

Depreciation

Fixed assets are depreciated to write off their cost over their useful lives at the following rates per annum on a straight line basis:

REDBRIDGE SPORTS CENTRE TRUST LIMITED

ACCOUNTING POLICIES (Continued)

Freehold Land	Not depreciated
Freehold Buildings	3.33% to 10%
Furniture & Equipment	
Computers	33%
Gym Equipment	20%
Other	10% to 15%

Depreciation on major acquisitions commences in the month following first use. Other fixed assets are depreciated for a full year in the year of acquisition.

A minimum level for capitalisation of fixed assets has been set at £250. Items costing less than that amount are immediately written off in full to the Income and Expenditure Account on acquisition.

Computer software costs are immediately written off in full to the Income and Expenditure Account on acquisition.

Fixed assets are reviewed on an ongoing basis for indications of impairment.

Stock

Stock is stated at the lower of cost and selling price less costs to complete and sell, after making due allowance for obsolete and slow moving items. Stocks are recognized as an expense in the period in which the related revenue is recognized.

Pensions

The Trust participates in a defined contribution pension scheme for staff and the pension charge represents the amounts payable by the Trust to the fund in respect of the year.

VAT

Irrecoverable VAT is charged as a cost within administrative expenses.

Deferred Income

Invoiced income, relating to services to be provided after the financial year end, is classified in the balance sheet as Deferred Income, which also includes the deferred element of life and annual membership fees.

Cost Allocation

The Income and Expenditure Account includes an allocation of costs between Cost of Sales and Administrative Expenses.

Cost of Sales primarily consists of Depreciation, 60% of payroll costs and certain premises expenses. All other costs are allocated as Administrative Expenses.

All costs are deemed to relate to charitable activities with the exception of professional fees that relate solely to the governance of the Charity.

Financial Instruments

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

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2021

1. RESTRICTED FUNDS

The Restricted Funds represent grants received in respect of capital and other expenditure, not yet amortised to the Income and Expenditure Account.

2. UNRESTRICTED FUND

The Unrestricted Fund represents the Income and Expenditure Reserve, which is not subject to any restrictions, other than in respect of furthering the Trust's charitable objects.

3. RESOURCES EXPENDED: CHARITABLE ACTIVITIES

	2021	2020
	£	£
Resources expended on Charitable Activities are analysed as follows:		
Payroll Costs (Note 6)	1,251,750	1,354,880
Depreciation (Note 8)	476,578	525,812
External Advertising	6,250	19,794
Light and Heat	128,197	123,093
Repair and Maintenance Costs	135,622	102,732
Insurance	58,125	54,969
Other Costs	187,013	220,028
	<u>2,243,535</u>	<u>2,401,308</u>

4. RESOURCES EXPENDED : GOVERNANCE COSTS

Resources expended on Governance Costs are analysed as follows:

Audit Fee	9,000	9,000
Professional Fees	<u>8,786</u>	<u>16,654</u>
	<u>17,786</u>	<u>25,654</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED
NOTES TO THE INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2021

5. OPERATING RESULT

The result for the year is stated after the following:

	2021	2020
	£	£
<u>After charging:</u>		
Depreciation	476,578	525,812
Auditors' Remuneration		
- Audit Fees	9,000	9,000
- Accounting and Financial Reporting	4,650	7,380
Repair and Maintenance costs	135,622	102,732
Emoluments of Chief Executive		
- Remuneration	83,914	81,801
- Pension Contributions	<u>8,649</u>	<u>8,479</u>
<u>After crediting:</u>		
Release of capital grants	<u>320,333</u>	<u>322,363</u>

6. PAYROLL COSTS

The total payroll costs are analysed as follows:

Salaries	1,087,302	1,210,665
Employer's National Insurance	65,737	59,801
Pension Costs	37,067	25,076
Self-Employed Contractor	61,643	59,338
	<u>1,251,749</u>	<u>1,354,880</u>

The average number of employees during the year was:

	Number	Number
Operational	107	130
Management and administration	<u>17</u>	<u>19</u>
	<u>124</u>	<u>149</u>

No employees earn over £60,000, except the Chief Executive whose remuneration is disclosed in Note 5 above and is authorised by the Trust's Articles of Association. None of the Directors are remunerated in their capacity as Trustees. The trustees are deemed to be the key management of the Trust for the purposes of disclosure under FRS102.

7. TAXATION

The Charity is exempt from tax on income and gains 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.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET

FOR THE YEAR ENDED 31 DECEMBER 2021

8. TANGIBLE FIXED ASSETS

	Freehold Land £	Freehold Buildings £	Furniture & Equipment £	Total £
<u>Cost</u>				
Balance 1/1/2021	619,167	13,090,682	1,386,330	15,096,179
Additions	-	38,278	-	38,278
Disposals	-	(22,719)	-	(22,719)
Balance 31/12/2021	<u>619,167</u>	<u>13,106,241</u>	<u>1,386,330</u>	<u>15,111,738</u>
<u>Depreciation</u>				
Balance 1/1/2021	-	6,726,477	1,285,145	8,011,622
Charge for Year	-	442,737	33,841	476,578
Disposals	<u>-</u>	<u>(4,544)</u>	<u>-</u>	<u>(4,544)</u>
Balance 31/12/2021	<u>-</u>	<u>7,164,670</u>	<u>1,318,986</u>	<u>8,483,656</u>
<u>Net Book Value</u>				
At 31/12/2021	<u>619,167</u>	<u>5,941,571</u>	<u>67,344</u>	<u>6,628,082</u>
At 31/12/2020	<u>619,167</u>	<u>6,364,205</u>	<u>101,185</u>	<u>7,084,557</u>

All fixed assets are utilised by the Charity in meeting its charitable objects.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (continued)

FOR THE YEAR ENDED 31 DECEMBER 2021

9. DEBTORS	2021	2020
	£	£
Trade Debtors	17,053	9,391
Prepayments and accrued income	71,331	82,917
Redbridge Sports Centre Social Club	<u>35,460</u>	<u>12,485</u>
	<u>123,844</u>	<u>104,793</u>
	2021	2020
	£	£
10. CREDITORS: DUE MORE THAN ONE YEAR		
Bank Loan	1,147,154	1,219,406
Hire Purchase	<u>-</u>	<u>-</u>
	<u>1,147,154</u>	<u>1,219,406</u>

Bank Loan

During the previous year the Trust re-financed its existing Bank Loan with a new, 5 year floating rate term loan. The loan was interest only for the first 12 months and reverted to capital repayment in June 2021, with a lump sum repayment to repay the loan in full in June 2025. The interest rate on this loan is 2.65% over Bank of England Bank base rate (currently 0.50%).

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Falling due within one year:	72,000	36,844
Falling due between one and two years:	72,000	147,377
Falling due between two and five years	<u>1,075,154</u>	<u>1,072,029</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (continued)

FOR THE YEAR ENDED 31 DECEMBER 2021

11. RESTRICTED FUNDS

Funds received in respect of fixed asset and other expenditure:

	2021	2020
	£	£
Balance at beginning of year	5,069,835	5,392,198
Additions during the year	-	-
Amortised to Income and Expenditure Account in respect of depreciation and other expenditure during the year	<u>(320,333)</u>	<u>(322,363)</u>
Balance at end of year	<u>4,749,502</u>	<u>5,069,835</u>

Included within other creditors on the balance sheet are "funds held" for restricted purposes of £26,986 (2020: £23,430).

12. UNRESTRICTED FUND – INCOME AND EXPENDITURE ACCOUNT

	2021	2020
	£	£
Balance at Beginning of year	1,059,543	1,731,452
(Deficit) for the year	<u>(125,381)</u>	<u>(671,909)</u>
Balance at End of Year	<u>934,162</u>	<u>1,059,543</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (continued)

FOR THE YEAR ENDED 31 DECEMBER 2021

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets	Other Net (Liabilities)/ Assets	Total
	£	£	£
Restricted Fund - Grants	4,749,502	-	4,749,502
Unrestricted Fund-Income and Expenditure Account	<u>1,878,580</u>	<u>(944,418)</u>	<u>934,162</u>
	<u>6,628,082</u>	<u>(944,418)</u>	<u>5,683,664</u>

14. MOVEMENT ON TOTAL FUNDS AND RESERVES

	2021	2020
	£	£
Income and Expenditure (Deficit)	(125,381)	(671,909)
Additions to Restricted Funds in the year	-	-
Allocation from Restricted Fund to Income and Expenditure Account (Note 11)	<u>(320,333)</u>	<u>(322,363)</u>
Movement for the year	(445,714)	(994,272)
Total Funds and Reserves at beginning of year	<u>6,129,378</u>	<u>7,123,650</u>
Total Funds and Reserves at end of year	<u>5,683,664</u>	<u>6,129,378</u>

15. OPERATIONAL COMMITMENTS

At 31 December 2021 and 2020 the Trust had no annual commitments under non-cancellable operating leases.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (Continued)

FOR THE YEAR ENDED 31 DECEMBER 2021

16. CAPITAL COMMITMENTS

Contracted but not provided for in these accounts £nil (2020: £nil).

17. SECURED DEBTS

The Bank Loan of £1,219,154 (2020: £1,256,250) is secured by a fixed and floating charge over part of the Trust's freehold properties and other assets. The other freehold properties are secured to the favour of several of the major capital grant providers.

Hire Purchase agreements are secured against the assets to which they relate.

18. RELATED PARTY TRANSACTIONS

The Redbridge Sports Centre Social Club is a separate entity which operates the bar and ancillary facilities at the Sports Centre. At the year end the Redbridge Sports Centre Social Club owed £35,460 to the Trust (2020: £12,485).

During the year the Trust raised a management charge of £nil (2020: £nil) to the Social Club for various costs incurred on their behalf. The Trust also charged the Social Club rent of £1,500 (2020: £900).

19. INVESTMENT INCOME

All of the investment income of £142 (2020: £627) arises from money held in interest bearing deposit accounts.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (Continued)

FOR THE YEAR ENDED 31 DECEMBER 2021

20. DEFERRED INCOME

Deferred income comprises sales invoices raised in advance in relation to long term bookings and membership relating to 2022.

	£
Balance as at 1/01/21	144,404
Amount released to income earned from charitable activities	(144,404)
Amount deferred in year	<u>115,447</u>
Balance as at 31/12/21	<u>115,447</u>

21. INTEREST PAYABLE

	2021	2020
	£	£
On Bank Loans	34,237	24,730
On Hire Purchase Contracts	<u>320</u>	<u>931</u>
	<u>34,557</u>	<u>25,661</u>

22. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

	2021	2020
	£	£
Total cash and cash equivalents	<u>619,935</u>	<u>655,116</u>

23. POST BALANCE SHEET EVENTS

On 25 July 2021 a major flood resulted in significant damage to the Jean Brown sports hall facility. Repairs were completed in January 2022 at a cost of £280,000, which were covered by insurance. There is an expectation that any further costs will also be met through the same policy.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

BACKGROUND OF TRUST

March 1968	Loss of North Ilford LTC's facilities at Beehive Lane, comprising: 8 tennis courts, 1 badminton hall, 1 table tennis room, through grant of planning permission to landlords to build houses on site - compensation £1,000.
April 1968	Announced intention to build a Sports Centre which would be financially viable. Sports Centre Building Committee formed.
1968 - 1972	Fund raising - original target £40,000 rapidly rose over the period to over £100,000.
November 1970	Redbridge Sports Centre Trust Limited formed - a company limited by guarantee and registered as a charity. All funds previously raised in the name of NILTC transferred into the charity.
March 1971	Building started - Phase 1 . Indoor facilities then comprised: Sports Hall; 5 badminton courts to international standard (as at present); 4 squash courts; a games room; changing facilities for 100 men and 70 ladies, and outside, a car park for 120 cars and 5 tennis courts. Cost, a bargain, at just £114,277.
20 March 1972	Sports Centre opened.
19 June 1972	Official opening by Princess Alexandra.
October 1974	Phase 2 - Managers' offices, games room above and store at the far end of the Sports Hall.
August 1977	Phase 3 - 5th squash court and tennis pavilion built.
July 1980	Phase 4 - 6th and 7th squash courts built and improved offices.
May 1983	Phase 5 - All five outside tennis courts re-surfaced with Omniturf (sand filled). All courts and car park floodlit.
June 1989	Phase 6 -comprising new Conditioning Room, Health Suite, lounges and activities room. All main services and fire and safety installations throughout the Centre were upgraded.
December 1991	Freehold of site purchased
August 1994	Part of Oakfield site obtained under long lease for future development
September 1994	Phase 7 - Works commenced on I.T.I. Centre comprising 8 indoor tennis courts (opened July 1995), 6 new outdoor courts (opened November 1994), new fitness and aerobics/dance studios (opened March 1995).
November 1994	Redbridge Tennis Club formed, incorporating North Ilford L.T.C.
October 1997	Phase 8 - Works commenced to build 2 floodlit synthetic grass pitches and 12 floodlit netball/tennis courts on Oakfield and substantial pavilion – operational from June 1998.
December 2000	Phase 9 gym extension becomes operational – cardiovascular machines replaced with new Technogym equipment in December 2004.
January 2012	Phase 10 Sports Hall, comprising 12 Olympic standard badminton courts and ancillary facilities, opens for public and member use.
July-September 2012	Centre is utilised as an Olympic and Paralympic Training Venue for Badminton, Wrestling, Judo and Goalball.
November 2013	Works completed to replace floodlit synthetic grass pitches.
December 2015	Major gym refurbishment, new equipment and improved access control.
June 2017 – August 2019	Improvements to coffee shop, bistro, spinning studio and major refurbishment of 8 indoor tennis courts.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

ORGANISATION

1. GOVERNING DOCUMENT

The organisation and operations of the Trust are primarily governed by the Trust's Articles of Association (the Trust's Constitution).

2. OBJECTS

As defined in the Articles of Association, the Trust's main object "is to provide or to assist in providing facilities for recreation, physical education or other leisure time occupation in or in connection with the Borough of Redbridge and its neighbourhood".

The Executive Board endeavour to meet this objective by providing quality sports facilities at affordable prices.

3. MANAGEMENT STRUCTURE

The Trust is administered by the Executive Board, all of whom (with the exception of the Chief Executive) provide their services on a voluntary basis.

3A EXECUTIVE BOARD

Comprises:

- a) the Chief Officers appointed by the Executive Board, namely Chair, Deputy Chair, Hon. Treasurer, Hon Solicitor, Hon. Secretary and Chief Executive.
- b) 5 elected members from the membership by postal vote.
- c) 4 nominated members from financial backers.
- d) up to 2 co-opted members for their special knowledge and experience.

Decides major policy and financial matters: meets at least quarterly.

3B MANAGEMENT COMMITTEE

A formal Sub-Committee of the Executive Board. Monitors the continuous efficient functioning of the Centre, deciding day to day general policy. All members of the Executive Board are eligible to attend and, in recent years, member representatives of activities not otherwise represented have been invited to attend. The employed managers sit on the Committee for report and liaison.

3C THE OFFICERS

An informal Sub-Committee of the Executive Board (comprising the Chief Officers of the Trust and others appointed by the Board). The Officers meet monthly to consider matters in depth and make recommendations to the Executive Board, eg, on staff salaries, annual budget, capital expenditure and general policy.

3D USE OF UNPAID VOLUNTEERS

With the exception of the Chief Executive, all members of the Executive Board provide their services on a voluntary unpaid basis. There are no other unpaid volunteers though the Centre does take on young students from local colleges for work experience on an unpaid basis.

4. THE STAFF

The Trust currently employs approximately 98 members of staff. Of these about 17 are full-time employees on the basis of regularly working a minimum of 30 hours a week, with the rest part-time.

REDBRIDGE SPORTS CENTRE TRUST LIMITED
FINANCIAL BACKGROUND SUMMARY

Capital Expenditure

Buildings

	£	£
Original Cost		106,697
Phase 2		40,000
Phase 3		28,093
Phase 4		70,000
Phase 5		45,597
Phase 6		665,769
Phase 7		2,131,072
Phase 8		1,978,121
Phase 9		435,976
Phase 10		7,604,916

Other

Furniture & Equipment		1,386,330
Freehold Land		619,167
Total		<u>£15,111,738</u>

Method of Funding

The above capital costs have been met from the following sources:

1972 – 2021 inclusive

Capital Grants

Deferred - for future release to Revenue Account	4,749,502	
Released to Revenue Account	<u>5,390,834</u>	
Total Received		10,140,336

Loans at 31/12/2013

J. Petchey		1,000
Barclays Bank Plc		775,106

Working Capital

168,312

Own Generated Funds

Income and Expenditure Account	934,162	
Depreciation	8,483,656	
Transfer from Capital Grants	<u>(5,390,834)</u>	
		<u>4,026,984</u>
		<u>£15,111,738</u>

All income generated by the Centre has been ploughed back 100% towards meeting running costs and providing new or improved facilities as set out in this Report. No subsidy towards running costs has been received at any stage since the Centre opened in 1972.

Capital and other grants (including Gift-Aid where relevant) have been received from the following sources as at 31/12/2021:

Olympic Delivery Authority	3,339,391
National Lottery (inc Sport England)	2,934,313
Lawn Tennis Association	742,500
London Borough of Redbridge (re land transaction)	510,000
Athenaeum Lawn Tennis Club	500,000
Badminton England	300,000
Sports Council	258,318
London Marathon	250,000
All England Netball	200,000
Football Foundation	200,000
Foundation For Sports & Arts	140,000
Terry Brown	129,205
Paul Clarke	113,895
Petchey Properties Plc and Jack Petchey Foundation	112,210
England Hockey	98,000
Essex County Tennis	80,000
Biffa	44,000
Lafarge	37,125
Football Association	35,000
Grange Farm Trust	20,000
Others	96,379
Total Capital Grants Received	<u>£10,140,336</u>