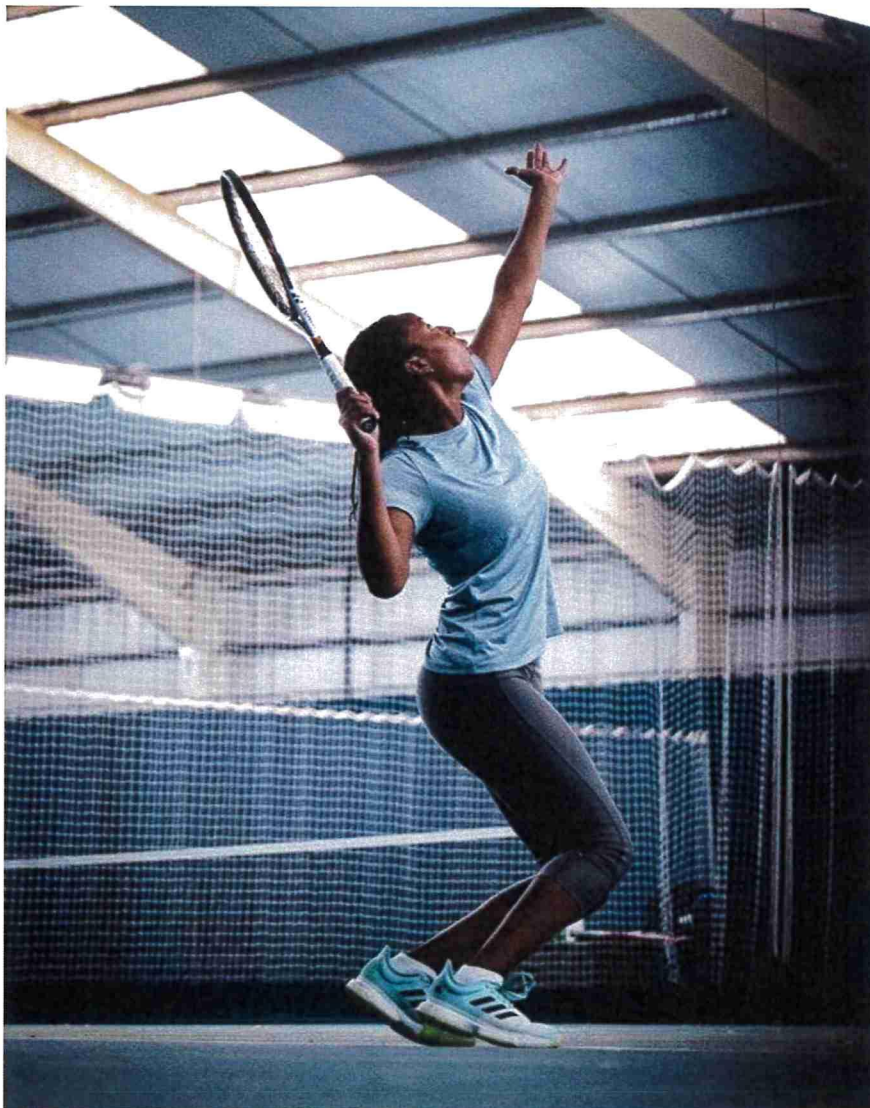




REDBRIDGE SPORTS CENTRE TRUST LIMITED

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



REPORT AND ACCOUNTS 2022

REDBRIDGE SPORTS CENTRE TRUST LIMITED

2022 REPORT AND ACCOUNTS

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REDBRIDGE SPORTS CENTRE TRUST LIMITED

FINANCIAL RESULTS AT A GLANCE

FOR THE YEAR ENDED 31 DECEMBER 2022

	2022	2021
	£	£
1 INCOME AND EXPENDITURE ACCOUNT (page 19)		
Turnover	2,075,052	1,181,307
Cost of Sales	(1,395,008)	(1,219,532)
Administrative Expenses	(854,815)	(721,456)
Government Grants - Furlough	-	370,179
Revenue Grants – Sport England	-	254,893
Other Grant - Local Authority	-	43,643
Net Interest Expenses	(42,956)	(34,415)
(Deficit) for the year	<u>(217,727)</u>	<u>(125,381)</u>
2 BALANCE SHEET (page 20)		
Tangible Fixed Assets	6,300,248	6,628,082
Net Current (Liabilities)/Assets	99,030	202,736
Creditors: Due more than one year	<u>(1,076,316)</u>	<u>(1,147,154)</u>
Net Assets	<u>5,236,682</u>	<u>5,683,664</u>
Restricted Funds	4,520,247	4,749,502
Unrestricted Funds	<u>716,435</u>	<u>934,162</u>
Total Funds	<u>5,236,682</u>	<u>5,683,664</u>
3 CAPITAL EXPENDITURE (page 26)		
Capital additions during the year	<u>59,387</u>	=
4 MEMBERSHIP NUMBERS	Number	Number
	(February 2023)	(February 2022)
Life	1,743	1,749
Ultra/Easyplay/Executive	1,240	806
Principal/Reds	84	95
Off Peak	28	30
Student/Youth/Junior/Infant/E.C.L.T.A.	<u>1,476</u>	<u>1,657</u>
	<u>4,571</u>	<u>4,337</u>

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

27 February 2023

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

Dear Sir or Madam

The fiftieth ANNUAL GENERAL MEETING of REDBRIDGE SPORTS CENTRE TRUST LIMITED will be held in person in the Edna Clarke Cafe in the Jean Brown Indoor Arena, Redbridge Sports Centre, Forest Rd, Barkingside, Essex on Monday 15 May 2023 at 7pm. 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 16 May 2022.
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 2022.
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**
Khyam Chudhry
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. Judith Garfield
:	(2 nd Position vacant)

REDBRIDGE SPORTS CENTRE TRUST LIMITED
CHAIR'S ANNUAL REPORT



Redbridge Sports & Leisure is one of the UK's longest-running sporting Charitable Trusts, providing top quality facilities at affordable prices not only to the residents of Redbridge but to a wider catchment area extending across North East London and Essex.

This past year, we have reached the significant landmark of the 50th anniversary of the formal opening of the Sports Centre by HRH Princess Alexandra, on 15th June 1972. The driving force behind the creation of the facilities was our late founder Norman Booth MBE, who together with a small band of likeminded enthusiasts, announced the intention to build a sports centre to replace the facilities lost when North Ilford Lawn Tennis club was

forced to vacate their ground in Beehive Lane.

From its conception, the centre (ideally located less than 200 yards from Fairlop tube station), has been self-financing whilst remaining committed to being a community and family-friendly venue providing affordable access to the highest standards of sports and leisure facilities for local residents. As our reputation grew and success followed, we began to attract regional, national and international attention, appealing to event organisers, and bringing tournaments, officials, players and visitors from further afield.

The centre has expanded through 10 major phases of development over the course of the last 50 years, the most significant being in 2012, the opening of the Jean Brown Indoor Arena, which was used as a Games Time Training Venue during the London 2012 Olympic and Paralympic Games for Badminton, Judo, Wrestling and Goalball. This Olympic legacy venue, heavily used by sports men and women of all ages and abilities, plays host to the Centre's own programme of activity along with being a competition venue for sport's governing bodies from Badminton, Netball, Dance, Gymnastics, Martial Arts, and Table Tennis.

Redbridge Sports & Leisure also exists as a physical activity hub for the local community and is the venue of choice for over 300 voluntary sports clubs, many local primary and secondary schools, as well being one of the hosts for the London Youth Games, which is attended by young people from all of the London Boroughs.

Further improvements followed, including the upgrade of our two artificial turf football/hockey pitches, the refurbishment of our 8 Indoor Tennis courts, including renewed playing surfaces and the installation of energy efficient LED Lighting to cut costs and reduce our carbon footprint. Social areas including the coffee shop and bistro were revamped to provide improved food and beverage facilities; we created a dedicated spinning studio; replaced gym equipment and made improvements to the Health Suite. The past year saw a replacement sprung floor installed in the main hall of the Jean Brown Indoor Arena, and new sprung floors on Squash Courts following flood damage. Watertight doors have been installed in the equipment store and improvements made to drainage systems to reduce the likelihood of any reoccurrence.

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, the provision of more disabled parking bays, relocated floodlighting columns and improved LED lighting.

It is quite remarkable what the Centre offers the local and wider sporting community. The idea of a multi-sports centre was revolutionary back in the early 1970s, making RSL one of the pioneering venues of that time. The range and quality of facilities on offer remain relevant and valued to this day and are a testament to the work of the Executive Board of Trustees, Management Team and staff, as well as the unwavering support of so many members over the years.

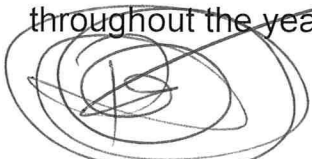
To celebrate this momentous anniversary, we hosted a year of anniversary events throughout the year and offered significant discounts to existing members on renewing their membership. An expanded range of fitness classes including small group gym-floor training and a dedicated Teen Fit programme have been introduced in addition to the loyalty discount for existing members.

Executive Board and Management Team held a Strategy Planning Day on 14 November 2022 to discuss strategic objectives including our vision, how we differentiate ourselves from the competition, opportunities for growth and facility improvement/development priorities and ideas. Our most pressing operational need is to resurface the tarmac netball/tennis courts and install LED Lighting on outdoor playing areas.

The current economic climate poses yet more significant challenges with increasing financial pressure. Rising costs remain a concern for us and have started to bite. These include utility costs, business rates, insurance premiums, interest rates and increases in National Minimum Wage. We combat this by striving to save on running costs, increasing our membership base and maximising occupancy levels. 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.

As a community facility, a unique part of the Centre's success is the experience of its team of staff, many of whom have worked for the Trust for more than 20 years, dedicating their professional lives to providing valuable service to the Centre's members and guests.

My thanks to our Executive Board for the support and guidance they have provided throughout the year.



MRS RAS GOHIL

Chair, Redbridge Sports Centre Trust Limited
February 2023

REDBRIDGE SPORTS CENTRE TRUST LIMITED
CHIEF EXECUTIVE'S ANNUAL REPORT

2022 saw the first full uninterrupted year of operation following the disruption of enforced lockdowns and periods of reduced operations due to government restrictions placed on businesses and the public. The relaxation of social distancing measures and the return to more traditional access arrangements enabled us to increase our income from membership fees and use of facilities by £894k (76%) from £1.2million in 2021 to £2.1million in 2022.

Operating costs (after depreciation and grant release) increased by £309k (16%) from £1.9million in 2021 to £2.2million in 2022. A total of £418k was spent on maintenance in 2022, which included £254k insurance settlement for repairs following flood damage.

The deficit for the year of £(217,727) reflects the gradual nature of the return to more normal patterns of activity and the removal of Government measures to financially support businesses (which included grants of £669k in 2021). The Trust received some support with business rates relief in 2022 however the withdrawal of such significant support left us with the need to recover quickly. Interest rate, utility and supplier cost increases presented further challenges to our operation in 2022 and are expected to continue throughout 2023.

Community Leisure UK - the membership body representing charitable leisure and culture trusts across the country has been lobbying for the leisure sector to be granted Vulnerable Sector Designation by the Government in the hope of securing continuing support for energy costs from April 2023. However the Treasury's decision to significantly reduce support for energy bills has been met with dismay from community leisure providers who are facing deepening financial difficulty. We have already seen the demise of charitable leisure providers unable to cope and difficult decisions being made to close facilities or limit opening hours.

On a positive note, the success of our membership drive has produced an increase in overall numbers from 4,337 to 4,571. Pre-paid premium (our most active) members have jumped from 779 to 1,154 over the year.

The growth of Executive membership, whilst hugely positive, also presents availability issues (in particular with peak time Indoor Tennis and Badminton courts) which the Management Team intend to resolve by increasing the number of courts available for members to book. We will be opening all racket courts for booking from 7am midweek and extending weekend opening hours too – with courts available from 7am – 8pm every weekend, opening up around 3,000 additional hours of indoor tennis court time each year.

Alongside this expansion, we will be applying the fair usage policy included in the terms and conditions of membership to prevent over-use by a small number of individuals and to ensure wider court availability for the majority. We will also be applying the existing dishonour rules more stringently, to tackle non-attendance, late cancellation or incomplete court bookings as we appreciate this is currently a major cause of frustration. Waiting lists will be put in place to ensure fair access to court bookings which are cancelled and become available for re-sale.

Netball goes from strength to strength with 96 adult teams and 59 junior teams taking part in the Essex Met league season this year. Our facilities were used by the England Team whilst training for their international matches against Uganda and Jamaica and also by the London Pulse Super League squad. We hosted England Netball National Club Finals (U/16) and the Redbridge Schools Primary Schools Netball tournament which 31 teams competed in.

Tennis – Our Power League has grown with an average of 50 players per event so the future of the event is looking positive across all ages 5-18. The LTA Christmas Grade 3 Tournament run by our former Tennis Development Officer, Graeme Luckin was a great success with nearly 500 entries making it one of the largest in the country. This was preceded by a British Tour Tier 2 event that took place in November 2022 with 56 entries. It was a successful 3 day event with another planned for March 2023. We hosted a School Skills Outreach Festival with approximately 120 children attending.

Anthony McDonald has settled in well to the role of Badminton Development Officer, having taken over from Martin Lawrence who left in April 2022. Eddie Chow leads on the Performance programme. We continued to host various Badminton England and Essex tournaments in 2022 and more recently a School Festival attended by 200 children.

We are one of very few venues capable of accommodating London Youth Games' main "hub weekend" where all London Boroughs come together to compete in various sports. We also benefit from spin off events such as the Spring School Finals, School athletics and Tennis qualifiers during the year. England Table Tennis Grand Prix was held in May 2022.

Pickleball was invented in the 1960's in America and this is now one of the fastest growing sports in England. We have regular social sessions for all standards on a Tuesday afternoon from 1.15pm - 3.30pm and hosted a Pickleball Festival in December with over a hundred players from all across the country. Pickleball England were very impressed with our facilities and have made enquiries about holding the English Open here.

Our app has now been downloaded 6,800 times and is being accessed around 30,000 times each month. We now have a higher volume of online bookings than ever before with over 36,000 court and class bookings made via the app or Connect platform during the year. We have now passed 3,000 followers across social media platforms including Facebook, Instagram, Twitter & Tik Tok and we now post short video content in addition to regular news and information updates.



Ken Leggate
Chief Executive
February 2023

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STRATEGIC REPORT

The Executive Board present their strategic report of the Trust for the year ended 31 December 2022.

Review of Business

The Trust made a net deficit of £217,727 (2021: net deficit £125,381). A comprehensive review of activity in the year is given in the Chief Executive's report on pages 8 and 9.

The net assets of the Trust are £5,236,682 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>2022</u>	<u>2021</u>
	£	£
Income for Charitable Activities	2,075,052	1,181,307
Payroll Costs (net of Furlough Claims)	1,319,501	881,571
Payroll/Turnover Ratio	63.59%	74.63%
Operating (deficit)	(174,771)	(90,966)
Net result	(217,727)	(125,381)

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
Strategic	The appropriateness of the Trust management structure
Strategic	Cost of maintaining ageing buildings
Strategic	Ongoing and long term impact of Covid-19
Financial	New bank loan taken out in May 2020
Financial	Ensuring appropriate technical experience within Finance
Financial	Increasing costs versus decreasing income
Legal/Regulatory	Employment law compliance
Legal/Regulatory	Risks of breach of funding agreements
Legal/Regulatory	Child Protection compliance - safeguarding
Operational	Impact of natural disasters e.g., flooding
Operational	Insurance adequacy to cover all risks
Operational	Increasing reliance on IT systems
Operational	Theft onsite of customer or trust assets

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

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;

Ensuring adequacy of insurance cover;

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 team members and Trustees

Approval

This report was approved by the Board on 27 February 2023 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 2022.

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 2022 were:

To continue to build on levels of participation across our principal sports and identify new opportunities for growth.

The aims for 2023 and beyond are to extend our opening hours, continue to grow membership levels, to promote maximum occupancy of the facilities, particularly at midweek off peak and weekend periods, whilst easing pressure on peak time court bookings.

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 2022. In particular:

- The Trust had 4,571 members as at February 2023 (2022: 4,337) , 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 and champions the Trust model for providing not-for-profit community leisure provision. It does this by enabling networking and sharing knowledge with peers and external stakeholders.

The Trust is also part of a collaborative venture with Vision – Redbridge Culture and Leisure, the not-for-profit organisation that manages council sports and fitness facilities across the borough. Members who subscribe to the appropriate membership have access to Fullwell Cross Swimming pool, gym, group exercise and spa facilities.

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 2022 the members of the Executive Board received the following amounts as reimbursed expenses or fees:

Reimbursement of expenses: £nil : 2021 £nil

Coaching remuneration: £nil : 2021 £2,264 (One Board Member)

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 accounting 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 £23.2 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 £700,000.

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 £1,063,556 (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

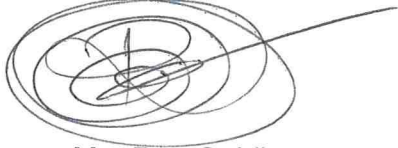
In accordance with Section 485 of the Companies Act 2006, a resolution to re-appoint THP Limited as Auditors of the Trust will be proposed at the forthcoming Annual General Meeting.

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 27 February 2023 and signed on its behalf.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

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 2022 which comprise the Statement of Financial Activities, Income and Expenditure Account, 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 charity's affairs as at 31 December 2022 and of its deficit 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 12 and 13, 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, 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: 27 February 2023

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2022

	Restricted Funds (Capital Grants)	Unrestricted Fund (Income and Expenditure Account)	Total 2022	Total 2021
	£	£	£	£
INCOME:				
Income from generated funds				
Investment Income	-	3,513	3,513	142
Restricted Funds	-	-	-	-
Income from charitable activities				
Membership Fees	-	212,537	212,537	149,161
Use of Facilities	-	<u>1,862,515</u>	<u>1,862,515</u>	<u>1,032,146</u>
Total Income	-	<u>2,078,565</u>	<u>2,078,565</u>	<u>1,181,449</u>
EXPENDITURE				
Charitable Activities (Note 3)	-	2,460,272	2,460,272	2,243,535
Governance Costs (Note 4)	-	18,806	18,806	17,786
Other Resources Expended				
Interest Charges (Note 21)	-	<u>46,469</u>	<u>46,469</u>	<u>34,557</u>
Total Expenditure	-	<u>2,525,547</u>	<u>2,525,547</u>	<u>2,295,878</u>
NET MOVEMENT BEFORE TRANSFERS	-	(446,982)	(446,982)	(1,114,429)
GROSS TRANSFERS BETWEEN FUNDS				
Amortisation of Capital Grants	(229,255)	229,255	-	-
GOVERNMENT GRANT	-	-	-	370,179
OTHER GRANTS	-	-	-	<u>298,536</u>
NET MOVEMENT IN FUNDS	(229,255)	(217,727)	(446,982)	(445,714)
RECONCILIATION OF FUNDS				
Total Funds Brought Forward	<u>4,749,502</u>	<u>934,162</u>	<u>5,683,664</u>	<u>6,129,378</u>
Total Funds Carried Forward	<u>4,520,247</u>	<u>716,435</u>	<u>5,236,682</u>	<u>5,683,664</u>

The only movement in restricted funds in the prior year was the amortisation of capital grants of £320,333, which was released to unrestricted funds.

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 2022

	Note	2022 £	2021 £
TURNOVER			
Membership Fees		212,537	149,161
Use of Facilities		<u>1,862,515</u>	<u>1,032,146</u>
		2,075,052	1,181,307
COST OF SALES			
Direct Costs		(1,624,263)	(1,539,865)
Allocation from Restricted Fund in respect of amortisation of Capital Grants		229,255	320,333
		<u>(1,395,008)</u>	<u>(1,219,532)</u>
GROSS REVENUE SURPLUS/(DEFICIT)		680,044	(38,225)
GOVERNMENT GRANTS		-	370,179
OTHER GRANTS		-	298,536
ADMINISTRATIVE EXPENSES		(854,815)	(721,456)
OPERATING (DEFICIT)	5	<u>(174,771)</u>	<u>(90,966)</u>
INTEREST RECEIVABLE		3,513	142
INTEREST PAYABLE	21	<u>(46,469)</u>	<u>(34,557)</u>
DEFICIT FOR THE YEAR	12	<u>(217,727)</u>	<u>(125,381)</u>

The notes form part of this Income and Expenditure Account.

The Statement of Financial Activities on page 18 provides further details of movements in funds.

REDBRIDGE SPORTS CENTRE TRUST LIMITED**BALANCE SHEET AS AT 31 DECEMBER 2022****COMPANY NO: 1000490**

	Note	2022 £	2021 £
FIXED ASSETS			
Tangible Assets	8	6,300,248	6,628,082
CURRENT ASSETS			
Stock		2,446	1,568
Debtors	9	128,751	123,844
Cash at Bank and In Hand		<u>552,087</u>	<u>619,935</u>
		683,284	745,347
CREDITORS : DUE WITHIN ONE YEAR			
Bank Loan	10	72,000	72,000
Other Loan		1,000	1,000
Trade Creditors		63,090	53,483
Taxation & Social Security		31,848	60,202
Accruals and Other Creditors		131,717	240,479
Deferred Income	20	<u>284,599</u>	<u>115,447</u>
		584,254	542,611
NET CURRENT ASSETS		99,030	202,736
TOTAL ASSETS LESS CURRENT LIABILITIES		6,399,278	6,830,818
CREDITORS: DUE MORE THAN ONE YEAR	10	(1,076,316)	(1,147,154)
PROVISIONS FOR LIABILITIES	23	(86,280)	-
NET ASSETS		5,236,682	5,683,664
THE FUNDS OF THE CHARITY			
Restricted – Capital Grants	11	4,520,247	4,749,502
Unrestricted – Income and Expenditure Accounts	12	716,435	934,162
TOTAL CHARITY FUNDS	14	<u>5,236,682</u>	<u>5,683,664</u>

The financial statements were approved by the Board on 27 February 2023 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 2022

	2022	2021
	£	£
CASH FLOW FROM OPERATING ACTIVITIES	99,783	39,135
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest income	3,513	142
Purchase of tangible fixed assets	(59,387)	-
Proceeds from disposal of fixed assets	5,550	-
	<u> </u>	<u> </u>
CASH PROVIDED (USED IN)/BY INVESTING ACTIVITIES	<u>(50,324)</u>	<u>142</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest paid	(46,469)	(34,557)
Repayment of loan	(70,838)	(37,096)
New loan	-	-
Repayment of HP	-	<u>(2,805)</u>
CASH (USED BY) FINANCING ACTIVITIES	<u>(117,307)</u>	<u>(74,458)</u>
(Decrease) in cash and cash equivalents in the year	<u>(67,848)</u>	<u>(35,181)</u>
Cash and cash equivalents at the beginning of the year	619,935	655,116
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR (Note 22)	<u>552,087</u>	<u>619,935</u>

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

	2022	2021
	£	£
Net movement in funds	(446,982)	(483,992)
Add back depreciation charge	387,221	476,578
Deduct interest income shown in investing activities	(3,513)	(142)
Add back interest payable	46,469	34,557
Deduct depreciation adjustment	-	(4,544)
Deduct profit on disposal	(5,550)	-
(Increase)/decrease in stock	(878)	410
(Increase) in debtors	(4,907)	(19,051)
Increase in creditors	<u>127,923</u>	<u>35,319</u>
NET CASH GENERATED BY OPERATING ACTIVITIES	<u>99,783</u>	<u>39,135</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.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

ACCOUNTING POLICIES (Continued)

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:

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 2022

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

	2022	2021
	£	£
Resources expended on Charitable Activities are analysed as follows:		
Payroll Costs (Note 6)	1,319,501	1,251,750
Depreciation (Note 8)	387,221	476,578
External Advertising	15,002	6,250
Light and Heat	173,411	128,197
Repair and Maintenance Costs	418,408	135,622
Insurance claims	(254,347)	-
Insurance	76,666	58,125
Other Costs	324,410	187,013
	<u>2,460,272</u>	<u>2,243,535</u>

4. RESOURCES EXPENDED : GOVERNANCE COSTS

Resources expended on Governance Costs are analysed as follows:

Audit Fee	9,450	9,000
Professional Fees	<u>9,356</u>	<u>8,786</u>
	<u>18,806</u>	<u>17,786</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED
NOTES TO THE INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2022

5. OPERATING RESULT

The result for the year is stated after the following:

	2022	2021
	£	£
After charging:		
Depreciation	387,221	476,578
Profit on disposal of gym equipment	(5,550)	-
Auditors' Remuneration		
- Audit Fees	9,450	9,000
- Accounting and Financial Reporting	4,850	4,650
Repair and Maintenance costs	418,408	135,622
Insurance claims	(254,347)	-
Emoluments of Chief Executive		
- Remuneration	87,433	83,914
- Pension Contributions	<u>8,961</u>	<u>8,649</u>
After crediting:		
Release of capital grants	<u>229,255</u>	<u>320,333</u>

6. PAYROLL COSTS

The total payroll costs are analysed as follows:

Salaries	1,129,411	1,087,302
Employer's National Insurance	74,850	65,737
Pension Costs	30,872	37,067
Self-Employed Contractor	84,368	61,644
	<u>1,319,501</u>	<u>1,251,750</u>

The average number of employees during the year was:

	Number	Number
	95	107
Operational	<u>17</u>	<u>17</u>
Management and administration	<u>112</u>	<u>124</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 2022

8. TANGIBLE FIXED ASSETS

	Freehold Land £	Freehold Buildings £	Furniture & Equipment £	Total £
<u>Cost</u>				
Balance 1/1/2022	619,167	13,106,241	1,386,330	15,111,738
Additions	-	-	59,387	59,387
Disposals	-	-	(668,288)	(668,288)
Balance 31/12/2022	<u>619,167</u>	<u>13,106,241</u>	<u>777,429</u>	<u>14,502,837</u>
<u>Depreciation</u>				
Balance 1/1/2022	-	7,164,670	1,318,986	8,483,656
Charge for Year	-	347,017	40,204	387,221
Disposals	<u>-</u>	<u>-</u>	<u>(668,228)</u>	<u>(668,228)</u>
Balance 31/12/2022	<u>-</u>	<u>7,511,687</u>	<u>690,902</u>	<u>8,202,589</u>
<u>Net Book Value</u>				
At 31/12/2022	<u>619,167</u>	<u>5,594,554</u>	<u>86,527</u>	<u>6,300,248</u>
At 31/12/2021	<u>619,167</u>	<u>5,941,571</u>	<u>67,344</u>	<u>6,628,082</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 2022

9. DEBTORS	2022	2021
	£	£
Trade Debtors	46,715	17,053
Prepayments and accrued income	76,286	71,331
Redbridge Sports Centre Social Club	5,750	35,460
	<u>128,751</u>	<u>123,844</u>
	2022	2021
	£	£
10. CREDITORS: DUE MORE THAN ONE YEAR		
Bank Loan	<u>1,076,316</u>	<u>1,147,154</u>

Bank Loan

The Trust refinanced in May 2020, taking out a 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 4.00%).

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Falling due within one year:	72,000	72,000
Falling due between one and two years:	72,000	72,000
Falling due between two and five years	<u>1,004,316</u>	<u>1,075,154</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (continued)

FOR THE YEAR ENDED 31 DECEMBER 2022

11. RESTRICTED FUNDS

Funds received in respect of fixed asset and other expenditure:

	2022	2021
	£	£
Balance at beginning of year	4,749,502	5,069,835
Additions during the year	-	-
Amortised to Income and Expenditure Account in respect of depreciation and other expenditure during the year	<u>(229,255)</u>	<u>(320,333)</u>
Balance at end of year	<u>4,520,247</u>	<u>4,749,502</u>

Included within other creditors on the balance sheet are "funds held" for restricted purposes of £29,500 (2021: £26,986).

12. UNRESTRICTED FUND – INCOME AND EXPENDITURE ACCOUNT

	2022	2021
	£	£
Balance at Beginning of year	934,162	1,059,543
(Deficit) for the year	<u>(217,727)</u>	<u>(125,381)</u>
Balance at End of Year	<u>716,435</u>	<u>934,162</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (continued)

FOR THE YEAR ENDED 31 DECEMBER 2022

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets	Other Net (Liabilities)/ Assets	Total
	£	£	£
Restricted Fund - Grants	4,520,247	-	4,520,247
Unrestricted Fund-Income and Expenditure Account	<u>1,780,001</u>	<u>(1,063,566)</u>	<u>716,435</u>
	<u>6,300,248</u>	<u>(1,063,566)</u>	<u>5,236,682</u>

14. MOVEMENT ON TOTAL FUNDS AND RESERVES

	2022	2021
	£	£
Income and Expenditure (Deficit)	(217,727)	(125,381)
Allocation from Restricted Fund to Income and Expenditure Account (Note 11)	<u>(229,255)</u>	<u>(320,333)</u>
Movement for the year	(446,982)	(445,714)
Total Funds and Reserves at beginning of year	<u>5,683,664</u>	<u>6,129,378</u>
Total Funds and Reserves at end of year	<u>5,236,682</u>	<u>5,683,664</u>

15. OPERATIONAL COMMITMENTS

At 31 December 2022 and 2021 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 2022

16. CAPITAL COMMITMENTS

Contracted but not provided for in these accounts £nil (2021: £nil).

17. SECURED DEBTS

The Bank Loan of £1,148,316 (2021: £1,219,154) 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.

The Trust also has an overdraft facility of £75,000 agreed with the bank, though this has not been utilised since it was made available.

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 £5,750 to the Trust (2021: £35,460).

During the year the Trust raised a management charge of £nil (2021: £nil) to the Social Club for various costs incurred on their behalf. The Trust also charged the Social Club rent of £3,600 (2021: £1,500).

19. INVESTMENT INCOME

All of the investment income of £3,513 (2021: £142) 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 2022

20. DEFERRED INCOME

Deferred income comprises sales invoices raised in advance in relation to long term bookings and membership relating to 2023.

	£
Balance as at 1/01/2022	<u>115,447</u>
Amount released to income earned from charitable activities	(115,447)
Amount deferred in year	<u>284,599</u>
Balance as at 31/12/2022	<u>284,599</u>

The increase in deferred income is the result of a new upfront payment membership scheme introduced during the year.

21. INTEREST PAYABLE

	2022	2021
	£	£
On Bank Loans	46,469	34,237
On Hire Purchase Contracts	-	320
	<u>46,469</u>	<u>34,557</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:

	2022	2021
	£	£
Total cash and cash equivalents	<u>552,087</u>	<u>619,935</u>

23. PROVISIONS

The Trust makes a provision, based on existing data, for its full legal obligations in relation to the costs of its premises. In prior years this provision was classified within accruals, however in 2022 it has been reclassified to provisions to better reflect the requirements of the relevant accounting standard.

	2022	2021
	£	£
Provision as at 1 January 2022 and 31 December 2022	<u>86,470</u>	<u>-</u>

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

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 112 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		777,429
Freehold Land		619,167
Total		<u>£14,502,837</u>

Method of Funding

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

1972 – 2022 inclusive

Capital Grants		
Deferred - for future release to Revenue Account	4,520,247	
Released to Revenue Account	<u>5,620,089</u>	
Total Received		10,140,336
Loans at 31/12/2013		
J. Petchey		1,000
Barclays Bank Plc		775,106
Working Capital		287,460
Own Generated Funds		
Income and Expenditure Account	716,435	
Depreciation	8,202,589	
Transfer from Capital Grants	<u>(5,620,089)</u>	
		<u>£14,502,837</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 31/12/2022:

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	<u>96,379</u>
Total Capital Grants Received	<u>£10,140,336</u>