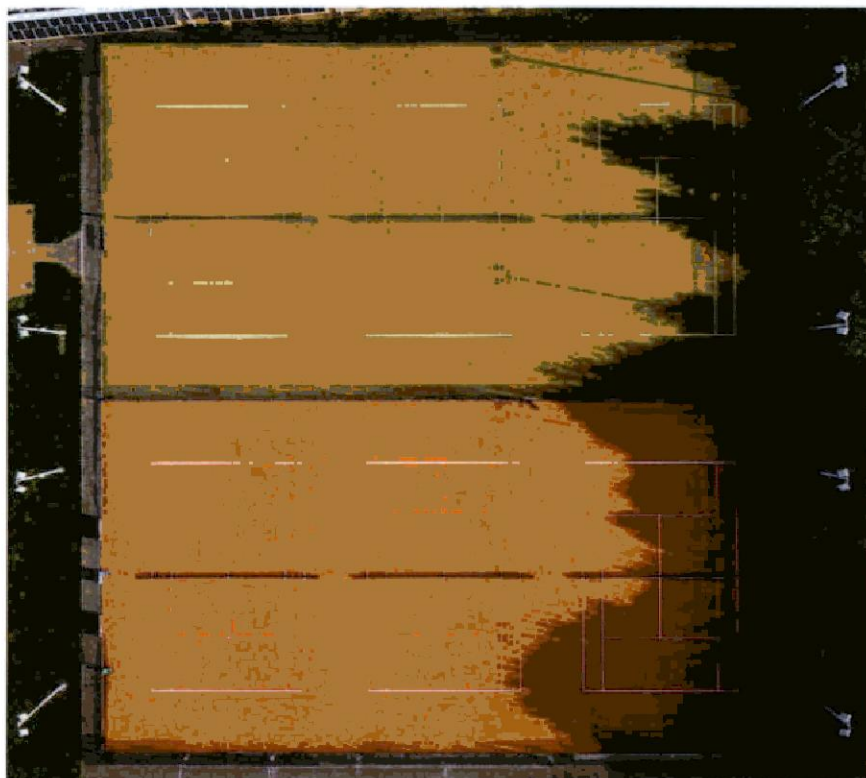


REDBRIDGE SPORTS CENTRE TRUST LIMITED

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



REPORT AND AUDITED ACCOUNTS 2023

REDBRIDGE SPORTS CENTRE TRUST LIMITED

2023 REPORT AND AUDITED ACCOUNTS

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REDBRIDGE SPORTS CENTRE TRUST LIMITED

FINANCIAL RESULTS AT A GLANCE FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 £	2022 £
1 INCOME AND EXPENDITURE ACCOUNT (page 20)		
Turnover	2,203,403	2,075,052
Cost of Sales	(1,419,757)	(1,395,008)
Administrative Expenses	(929,467)	(854,815)
Net Interest Expenses	(68,672)	(42,956)
(Deficit) for the year	<u>(214,493)</u>	<u>(217,727)</u>
2 BALANCE SHEET (page 20)		
Tangible Fixed Assets	6,018,971	6,300,248
Net Current (Liabilities)/Assets	(77,627)	99,030
Creditors: Due more than one year	(1,118,226)	(1,162,596)
Net Assets	<u>4,823,118</u>	<u>5,236,682</u>
Restricted Funds	4,321,176	4,520,247
Unrestricted Funds	501,942	716,435
Total Funds	<u>4,823,118</u>	<u>5,236,682</u>
3 CAPITAL EXPENDITURE (page 27)		
Capital additions during the year	<u>80,680</u>	<u>59,387</u>
4 MEMBERSHIP NUMBERS	Number (February 2024)	Number (February 2023)
Life	1,742	1,743
Ultra/Easyplay/Executive	1,301	1,240
Principal/Reds	78	84
Off Peak	24	28
Student/Youth/Junior/Infant/E.C.L.T.A.	1,478	1,476
	<u>4,623</u>	<u>4,571</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

NOTICE OF ANNUAL GENERAL MEETING

4 March 2024

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

Dear Sir or Madam

The fifty first 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 13 May 2024 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 15 May 2023.
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 2023.
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

TRUST OFFICIALS

DIRECTORS/TRUSTEES

CHAIR
VACANT

DEPUTY CHAIR
Jane Kelloe

HON. TREASURER
Carolynne Spencer

CHIEF EXECUTIVE
Ken Leggate

EXECUTIVE BOARD

Eric Brown
Cllr. Joyce Ryan
Cllr. Judith Garfield (Resigned 26/10/23)
Paul Clarke
John Fortescue (Resigned 30/9/23)
Cllr. Namreen Chaudhry (Appointed 26/10/23)

Ras Gohil
Khyam Choudhry
Clive Rippon
Kartar Singh (Resigned 2/1/24)
Cllr. Bob Chattaway (Appointed 26/10/23)

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

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. Namreen Chaudhry
:	Cllr. Bob Chattaway

REDBRIDGE SPORTS CENTRE TRUST LIMITED

CHAIR'S ANNUAL REPORT

I should begin my report by introducing myself to you. After graduating from the University of Southampton, I worked as a banking and financial services lawyer in the UK and European markets and in UK regulatory compliance. My main sporting interest has always been Netball, with my recent contributions being in roles such as administrator, assessor, disciplinary panel member, mentor, tutor and umpire at county, regional and national levels. I was recognised with the England Netball Long Service Award and Honorary Life membership and in 2023 received the England Netball ONE Community Official of the Year award.

Having joined the Executive Board in 2010, before the opening of the Jean Brown Indoor Arena, our new indoor sports facility and Games-Time Training Venue, I was appointed to the role of Deputy Chair in 2023 following the decision of John Fortescue to step down after almost 3 decades of service. By way of explanation, and in the temporary absence of a Chair, it falls on me to provide a report on the Trust's activities during the past year.

After serving a little over of 6 years as Chair of our Executive Board, Ras Gohil decided to step down. Ras will continue in her role as an elected member of the Executive Board and we thank her for the guidance and support she provided during her tenure. The Executive Board have begun the search for a replacement Chair, advertising widely, although we remain hopeful of finding a successful candidate from within our current membership.

As mentioned, John Fortescue, the Deputy Chair decided to step down from his role as Deputy Chair and retire as a Trustee with effect from 30 September 2023, after serving almost 30 years on the Board. John helped to steer the Trust through many significant facility developments, new initiatives and changes in legislation including overhauling our Articles of Association (supported by then Chair John Hill) which were approved by the members at our AGM in 2018 and also served as Chair of the Disciplinary Sub-Committee. He brought his considerable experience in industry to bear, in guiding many major changes in our provision and operation over 3 decades. We thank John for his contribution and work on Trust issues over many years.

The wider economic outlook determines the environment in which we operate in service to the community and this in large part has been the driving force behind many of the challenges we have faced during 2023. Financial pressure on household disposable income results in the need to make difficult choices and the Trust has not been immune from the effects.

It is a testament to the dedication of those guiding, working and volunteering in the Trust's endeavours that we have not just survived the worst of the aftermath of the pandemic but that we have continued to make progress in a difficult period.

However, confidence in the economy is growing and we expect a more positive outlook for the economic environment. The rate of inflation has been easing through the second half of 2023 following 14 consecutive interest rate hikes. The Bank rate of 5.25% has been unchanged since August 2023 and we will hopefully see this reduce in 2024. Whilst it is encouraging to see leisure operators feeling more optimistic about the future, economic growth remains fragile and we remain focussed on our financial security and on providing the best possible service to our members and to the community.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

CHAIR`S ANNUAL REPORT

The Executive Board and Management Team have considered at length, and continue to explore, opportunities for improving our position and sustainability through additional income generation ideas and cost reduction initiatives. These include extending our popular sessions and activities, realising commercial opportunities through working with local businesses and seeking grants and donations where possible. We also recognised the need to make operational efficiencies. There are some areas where we can improve customer support through more modern and better use of technology and there is a need to upgrade our communications infrastructure.

Pickleball is an example of a popular activity and one of the fastest-growing sports in the country. Organised by David Lazarus, our regular Tuesday afternoon social session has been supplemented with an additional Sunday morning session and a weekly advanced session which has grown rapidly. We have players who have progressed to playing in competitions nationally and are in the process of organising a team to play in the South East League.

As part of the technology upgrade and in advance of the national telephone network switchover from voice to data (known as Voice over IP), we are currently updating our data communications systems. This much-needed update involves replacing our ageing internal telephone system with VOIP capable handsets and will bring much-needed reliability as well as improved functionality.

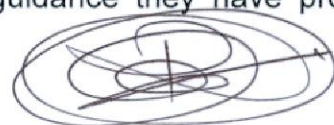
We are taking the opportunity to resolve various IT issues related to obsolete or out-of-date software with a centre-wide version and licence upgrades to our administration systems. This includes the migration of our email capability from 'on-premises' to the cloud, which will improve reliability and avoid the need for expensive hardware upgrades.

At the same time, we rebranded our RSL Mobile App in January 2024, simplifying the design and layout to be both more visibly appealing and provide an enhanced user experience. This gives easier direct access to key facilities and activities while retaining the full diverse functionality and integration with Gladstone bookings of the previous version, with the design replicating our website and its sub-menus for consistency.

With our interest in the Oakfield Playing Fields (recognised as an asset of community value), we continue to monitor the intentions of London Borough of Redbridge regarding their plan to lease part of the site to West Ham United. Decisions taken by the Cabinet in October 2023 will not be implemented for legal reasons. It is likely that the Borough remains intent on disposing of the area previously leased to Frenford Clubs and will re-commence the process at some stage.

The range and quality of facilities on offer 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. My thanks to our Executive Board for the support and guidance they have provided throughout the year.


Jane Kelloe
Deputy Chair
February 2024



Ras Gohil
Former Chair
February 2024

REDBRIDGE SPORTS CENTRE TRUST LIMITED

CHIEF EXECUTIVE'S ANNUAL REPORT

2023 Financial results reflect the realities of operating in a difficult economic climate. Turnover has increased to £2.203 million from £2.075 million in 2022, an increase of £128k or 6.2%. After allowing for food and beverages operations (which were transferred from the Trust to Social Club on 1 January 2023) the like-for-like improvement in income is 11.1%.

Operating costs (after depreciation and grant release) increased by £125k (5.5%), offsetting much of the improvement in sales.

The Trust received some support with business rates relief in 2023 and this has been extended for a further period until March 2025. However, rising costs have been a concern for us. Increases in utility costs, insurance premiums, interest rates and in the National Minimum Wage have started to bite in 2023. We combat this by striving to operate efficiently, save on running costs, increase our membership base and maximise occupancy levels.

As can be seen from the financial results, a clear and direct impact on the Trust is that we have had limited ability to deal with a growing maintenance backlog arising from operating ageing buildings or to commit as much to capital investment as we would have liked. To offset the huge increase we faced in electricity costs, we were able to prioritise spending on an upgrade to the floodlighting system on our twin artificial grass pitches, installing the latest LED lights which are more efficient and can be controlled to a much greater extent than before. During 2024, we plan to improve playing conditions on our outdoor netball courts which will include a combination of resurfacing and painting.

Recognising the importance of members to our continuing success and to recognise the value which regular users bring to us, new Gym and Group Exercise members will be eligible to receive a loyalty credit on their account when they attend the centre at least four times a month which can be doubled if used against a subsequent membership renewal.

Celebration of the 50th anniversary of the Trust's foundation in 1972 extended into the first half of 2023 with significant half-price membership offers, benefiting many hundreds of members who were able to renew their membership at significantly discounted rates. As a result, premium membership status increased to 1,301 in 2023, an increase of 61 on 2022.

Recognising that pressure on racket courts has made online booking a competitive sport in its own right, particularly at peak times, our focus during the latter part of the year has been on promoting Gym and Group Exercise (Ultra) memberships, rather than the Racket Sports (Executive) memberships. This, together with the application of our fair use policy, earlier opening times midweek and extended opening times at weekends and has added around 3,000 additional hours of indoor tennis court time and made court bookings considerably easier.

Community Leisure UK - the membership body representing charitable leisure and culture trusts across the country recognises that the current economic climate poses yet more significant challenges with increasing financial pressure on the sector.

A recent survey of Trusts held between September and November 2023 reveal the current operating climate has also had an impact on the cost of activities. Operators

REDBRIDGE SPORTS CENTRE TRUST LIMITED

CHIEF EXECUTIVE'S ANNUAL REPORT

have been compelled to increase prices of memberships, facilities, food and beverages. However, there is a wide variety of price increases in each of these categories, some being as much as 20%. I am pleased that we have been able to mitigate the impact on our members through discounted membership promotions.

Sport England's recent Active Lives Adult Survey findings indicate that the big drop in participation in fitness activities seen during the pandemic has been largely reversed with significant rises over the last 12 months, although still somewhat below their pre-coronavirus levels. Our experience in the gym, group exercise and social sessions has been more positive, with marked increases in attendance.

Team sports have fared better nationally, with participation rates having fully recovered, combined with the finding that people who play team sports are more likely to find sport and exercise enjoyable and satisfying than those who take part in other forms of activity. We certainly see this in the growth of netball at the centre.

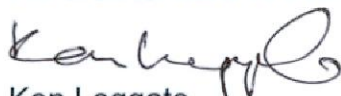
In June 2023, we hosted the first-ever men's international netball match to be held in the UK - the England Thorns v Jamaican Suns. It was a sold-out event with an estimated 400 people viewing the event which took place in the Jean Brown Indoor Arena. The Jamaican team were successful on the night and won the match.

This season, Super League team London Pulse is training regularly on our indoor courts and we also secured 2 x National Performance League Matches at U17 & U19 level in December 2023 with more scheduled in 2024. Essex Met Netball Academy U/13 & U/15, have expanded their training sessions to cope with increased numbers. Essex Met Netball Leagues continue to develop and this season have been able to introduce an additional time slot for the U/16 league. Netball Now, Walking Netball, and a Xmas Fast 5 Netball Tournament are a popular and growing feature of our development programme led by Stephanie Herbert.

2023 has been a landmark period for Badminton, marked by significant achievements and community engagement. We organised two Schools Racket Pack events to promote participation in the sport by school children and also foster community engagement. In 2023 our U11-U19 players won a total of 25 gold, 22 silver and 35 bronze medals. Eight of our athletes made their debut on the international stage by participating in an international tournament against Guernsey, showing the skill, ability and determination to earn medals in multiple categories: This international exchange not only helped broaden horizons but also provided valuable exposure to different playing styles and competitive environments.

Tennis saw the LTA Christmas Grade 3 Tournament 2023 being held on our indoor courts. Organised and refereed by Graeme Luckin, our former Tennis Development Officer, this is one of the most popular and successful events on the LTA calendar with over 500 entries. We will hold an LTA Doubles Grade 3 Tournament in 2024 and continue to host School Skills Festivals with 130 children in Years 3/4 attending in November and a further 75 children in Years 5/6 attending in January.

We look forward to even greater accomplishments in the years ahead.



Ken Leggate
Chief Executive
February 2024

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STRATEGIC REPORT

The Executive Board present their strategic report of the Trust for the year ended 31 December 2023.

Review of Activities

The Trust made a net deficit of £214,493 (2022: £217,727). 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 £4,823,118 (2022: £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>2023</u>	<u>2022</u>
	£	£
Income for Charitable Activities	2,203,403	2,075,052
Payroll Costs	1,397,771	1,319,501
Payroll/Turnover Ratio	63.44%	63.59%
Operating (deficit)	(145,821)	(174,771)
Net result	(214,493)	(217,727)

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
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

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STRATEGIC REPORT

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 4 March 2024 and signed on its behalf.



Jane Kelloe
Deputy Chair



Ras Gohil
Former 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 2023.

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.

Going Concern

The accounts, despite a £145,821 year-end deficit (compared to £174,771 in 2022) and a £77,627 net current liability (compared to £99,030 net current assets in 2022), are prepared on a going concern basis.

Day-to-day working capital needs are met through cash flows and reserves, while major projects are financed by grants and working capital. Detailed budgets and forecasts for the next 12 months indicate sufficient cash flow. Trustees affirm the decision to prepare financial statements on a going concern basis after thorough evaluation of relevant factors.

Review of Objectives, Achievements and Future Aims

The Trust's primary objectives for 2023 were:

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

The aims for 2024 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 Commission's 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 2023. In particular:

- The Trust had 4,623 members as at February 2024 (2023: 4,571), 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. The members of the Executive Board did not receive any amounts as reimbursed expenses or fees in 2023 or 2022.

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 27.

The Trust's buildings are insured on a reconstruction basis in the sum £25.2 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 until 31 December 2009 (£719,342) but fallen to a negative sum of £1,195,853 (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 4 March 2024 and signed on its behalf.



Jane Kelloe
Deputy Chair



Ras Gohil
Former 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 2023 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 2023 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 13 and 14, 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:

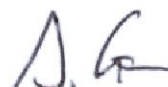
- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, The Charities Commission and any other relevant regulatory bodies as required.

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: 4 March 2024

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2023

	Restricted Funds (Capital Grants)	Unrestricted Fund (Income and Expenditure Account)	Total	Total
	2023 £	2023 £	2023 £	2022 £
INCOME:				
Income from generated funds				
Investment Income	-	12,243	12,243	3,513
Restricted Funds	-	-	-	-
Income from charitable activities				
Membership Fees	-	281,640	281,640	212,537
Use of Facilities	-	1,921,763	1,921,763	1,862,515
Total Income	-	2,215,646	2,215,646	2,078,565
EXPENDITURE				
Charitable Activities (Note 3)	-	2,529,489	2,529,489	2,460,272
Governance Costs (Note 4)	-	18,806	18,806	18,806
Other Resources Expended				
Interest Charges (Note 21)	-	80,915	80,915	46,469
Total Expenditure	-	2,629,210	2,629,210	2,525,547
NET MOVEMENT BEFORE TRANSFERS	-	(413,564)	(413,564)	(446,982)
GROSS TRANSFERS BETWEEN FUNDS				
Amortisation of Capital Grants	(199,071)	199,071	-	-
NET MOVEMENT IN FUNDS	(199,071)	(214,493)	(413,564)	(446,982)
RECONCILIATION OF FUNDS				
Total Funds Brought Forward	4,520,247	716,435	5,236,682	5,683,664
Total Funds Carried Forward	4,321,176	501,942	4,823,118	5,236,682

The only movement in restricted funds in the prior year was the amortisation of capital grants of £229,255, 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 2023

	Note	2023 £	2022 £
TURNOVER			
Membership Fees		281,640	212,537
Use of Facilities		<u>1,921,763</u>	<u>1,862,515</u>
		2,203,403	2,075,052
COST OF SALES			
Direct Costs		(1,618,828)	(1,624,263)
Allocation from Restricted Fund in respect of amortisation of Capital Grants		<u>199,071</u>	<u>229,255</u>
		<u>(1,419,757)</u>	<u>(1,395,008)</u>
GROSS REVENUE SURPLUS		783,646	680,044
ADMINISTRATIVE EXPENSES		(929,467)	(854,815)
OPERATING DEFICIT	5	<u>(145,821)</u>	<u>(174,771)</u>
INTEREST RECEIVABLE		12,243	3,513
INTEREST PAYABLE	21	<u>(80,915)</u>	<u>(46,469)</u>
DEFICIT FOR THE YEAR	12	<u><u>(214,493)</u></u>	<u><u>(217,727)</u></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 (COMPANY NO: 1000490)

BALANCE SHEET AS AT 31 DECEMBER 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible Assets	8	6,018,971	6,300,248
CURRENT ASSETS			
Stock		-	2,446
Debtors	9	138,521	128,751
Cash at Bank and In Hand		314,642	552,087
		453,163	683,284
CREDITORS : DUE WITHIN ONE YEAR			
Bank Loan	10	57,000	72,000
Other Loan		1,000	1,000
Trade Creditors		75,132	63,090
Taxation & Social Security		34,102	31,848
Accruals and Other Creditors		128,393	131,717
Deferred Income	20	235,163	284,599
		530,790	584,254
NET CURRENT (LIABILITIES)/ASSETS		(77,627)	99,030
TOTAL ASSETS LESS CURRENT LIABILITIES		5,941,344	6,399,278
CREDITORS: DUE MORE THAN ONE YEAR	10	(1,031,946)	(1,076,316)
PROVISIONS FOR LIABILITIES	23	(86,280)	(86,280)
NET ASSETS		4,823,118	5,236,682
THE FUNDS OF THE CHARITY			
Restricted – Capital Grants	11	4,321,176	4,520,247
Unrestricted – Income and Expenditure Accounts	12	501,942	716,435
TOTAL CHARITY FUNDS	14	4,823,118	5,236,682

The financial statements were approved by the Board on 4 March 2024 and signed on its behalf.



Jane Kelloe
Deputy Chair

The notes form part of this balance sheet.



Ras Gohil
Former Chair

REDBRIDGE SPORTS CENTRE TRUST LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 £	2022 £
CASH FLOW FROM OPERATING ACTIVITIES	(30,723)	99,783
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest income	12,243	3,513
Purchase of tangible fixed assets	(78,680)	(59,387)
Proceeds from disposal of fixed assets	-	5,550
CASH PROVIDED (USED IN)/BY INVESTING ACTIVITIES	<u>(66,437)</u>	<u>(50,324)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest paid	(80,915)	(46,469)
Repayment of loan	(59,370)	(70,838)
CASH (USED BY) FINANCING ACTIVITIES	<u>(140,285)</u>	<u>(117,307)</u>
(Decrease) in cash and cash equivalents in the year	<u>(237,445)</u>	<u>(67,848)</u>
Cash and cash equivalents at the beginning of the year	552,087	619,935
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR (Note 22)	<u>314,642</u>	<u>552,087</u>
RECONCILIATION OF NET MOVEMENTS IN FUNDS TO NET CASH FROM OPERATING ACTIVITIES		
	2023 £	2022 £
Net movement in funds	(413,564)	(446,982)
Add back depreciation charge	359,957	387,221
Deduct interest income shown in investing activities	(12,243)	(3,513)
Add back interest payable	80,915	46,469
Deduct profit on disposal	-	(5,550)
(Increase)/decrease in stock	2,446	(878)
(Increase) in debtors	(9,770)	(4,907)
Increase in creditors	(38,464)	127,923
NET CASH GENERATED BY OPERATING ACTIVITIES	<u>(30,723)</u>	<u>99,783</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023

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.

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

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 and Going Concern

These financial statements have been prepared under the historical cost convention.

The accounts, despite a £145,821 year-end deficit (compared to £174,771 in 2022) and a £77,627 net current liability (compared to £99,030 net current assets in 2022), are prepared on a going concern basis.

Day-to-day working capital needs are met through cash flows and reserves, while major projects are financed by grants and working capital. Detailed budgets and forecasts for the next 12 months indicate sufficient cash flow. Trustees affirm the decision to prepare financial statements on a going concern basis after thorough evaluation of relevant factors.

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.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

ACCOUNTING POLICIES (Continued) FOR THE YEAR ENDED 31 DECEMBER 2023

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:

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 2023

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**

Resources expended on Charitable Activities are analysed as follows:

	2023	2022
	£	£
Payroll Costs (Note 6)	1,397,771	1,319,501
Depreciation (Note 8)	359,957	387,221
External Advertising	8,432	15,002
Light and Heat	188,320	173,411
Repair and Maintenance Costs	156,647	418,408
Insurance claims	-	(254,347)
Insurance	102,653	76,666
Other Costs	315,710	324,410
	<u>2,529,489</u>	<u>2,460,272</u>

4. **RESOURCES EXPENDED : GOVERNANCE COSTS**

Resources expended on Governance Costs are analysed as follows:

	2023	2022
	£	£
Audit Fee	9,913	9,450
Professional Fees	8,893	9,356
	<u>18,806</u>	<u>18,806</u>

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2023

5. OPERATING RESULT

The result for the year is stated after the following:

	2023	2022
	£	£
After charging:		
Depreciation	359,957	387,221
Profit on disposal of gym equipment	-	(5,550)
Auditors' Remuneration		
Audit Fees	9,913	9,450
Accounting and Financial Reporting	5,087	4,850
Repair and Maintenance costs	156,647	418,408
Insurance claims	-	(254,347)
Emoluments of Chief Executive		
Remuneration	89,175	87,433
Pension Contributions	9,140	8,961
After crediting:		
Release of capital grants	(199,071)	(229,225)

6. PAYROLL COSTS

The total payroll costs are analysed as follows:

	2023	2022
	£	£
Salaries	1,208,865	1,129,411
Employer's National Insurance	79,518	74,850
Pension Costs	34,161	30,872
Self-Employed Contractor	75,227	84,368
	<u>1,397,771</u>	<u>1,319,501</u>

The average number of employees during the year was:

	2023	2022
	Number	Number
Operational	110	95
Management and administration	19	17
	<u>129</u>	<u>112</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 2023

8 TANGIBLE FIXED ASSETS

	Freehold Land £	Freehold Buildings £	Furniture & Equipment £	Total £
<u>Cost</u>				
Balance 1/1/2023	619,167	13,106,241	777,429	14,502,837
Additions	-	-	80,680	80,680
Disposals	-	-	(2,000)	(2,000)
				-
Balance 31/12/2023	<u>619,167</u>	<u>13,106,241</u>	<u>856,109</u>	<u>14,581,517</u>
<u>Depreciation</u>				
Balance 1/1/2023	-	7,511,687	690,902	8,202,589
Charge for Year	-	319,971	39,986	359,957
Disposals				-
	<u>-</u>	<u>7,831,658</u>	<u>730,888</u>	<u>8,562,546</u>
Balance 31/12/2023	<u>-</u>	<u>7,831,658</u>	<u>730,888</u>	<u>8,562,546</u>
<u>Net Book Value</u>				
At 31/12/2023	<u>619,167</u>	<u>5,274,583</u>	<u>125,221</u>	<u>6,018,971</u>
At 31/12/2022	<u>619,167</u>	<u>5,594,554</u>	<u>86,527</u>	<u>6,300,248</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 2023

9. DEBTORS	2023	2022
	£	£
Trade Debtors	37,040	46,715
Prepayments and accrued income	99,637	76,286
Redbridge Sports Centre Social Club	1,844	5,750
	<u>138,521</u>	<u>128,751</u>

10. CREDITORS: DUE MORE THAN ONE YEAR	2023	2022
	£	£
Bank Loan	<u>1,031,946</u>	<u>1,076,316</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 5.25%).

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Falling due within one year:	57,000	72,000
Falling due between one and two years:	1,031,946	72,000
Falling due between two and five years	<u>-</u>	<u>1,004,316</u>

11. RESTRICTED FUNDS

Funds received in respect of fixed asset and other expenditure:

	2023	2022
	£	£
Balance at beginning of year	4,520,247	4,749,502
Additions during the year	-	-
Amortised to Income and Expenditure Account in respect of depreciation	<u>(199,071)</u>	<u>(229,255)</u>
Balance at end of year	<u>4,321,176</u>	<u>4,520,247</u>

Included within other creditors on the balance sheet are "funds held" for restricted purposes of £32,129 (2022: £29,500).

REDBRIDGE SPORTS CENTRE TRUST LIMITED

NOTES TO THE BALANCE SHEET (continued) FOR THE YEAR ENDED 31 DECEMBER 2023

12. UNRESTRICTED FUND – INCOME AND EXPENDITURE ACCOUNT

	2023	2022
	£	£
Balance at Beginning of year	716,435	934,162
(Deficit) for the year	(214,493)	(217,727)
Balance at End of Year	<u>501,942</u>	<u>716,435</u>

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets	Other Net (Liabilities)/ Assets	Total
	£	£	£
Restricted Fund - Grants	4,321,176	-	4,321,176
Unrestricted Fund-Income and Expenditure Account	1,697,795	(1,195,853)	501,942
	<u>6,018,971</u>	<u>(1,195,853)</u>	<u>4,823,118</u>

14. MOVEMENT ON TOTAL FUNDS AND RESERVES

	2023	2022
	£	£
Income and Expenditure (Deficit)	(214,493)	(217,727)
Allocation from Restricted Fund to Income and Expenditure Account (Note 11)	(199,071)	(229,255)
Movement for the year	(413,564)	(446,982)
Total Funds and Reserves at beginning of year	<u>5,236,682</u>	<u>5,683,664</u>
Total Funds and Reserves at end of year	<u>4,823,118</u>	<u>5,236,682</u>

15. OPERATIONAL COMMITMENTS

At 31 December 2023 and 2022 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 2023

16. CAPITAL COMMITMENTS

Contracted but not provided for in these accounts £7,295 (2022: £nil).

17. SECURED DEBTS

The Bank Loan of £1,088,946 (2022: £1,148,316) 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 £1,844 to the Trust (2022: £5,750).

During the year the Trust raised a management charge of £7,200 (2022: £7,200) to the Social Club for various costs incurred on their behalf and charged the Social Club rent of £3,600 (2022: £3,600). The Trust made a contribution to the catering costs of the Social Club of £12,000 (2022: £nil).

19. INVESTMENT INCOME

Investment income of £12,243 (2022: £3,513) 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 2023

20. DEFERRED INCOME

Deferred income comprises sales invoices raised in advance in relation to long term bookings and membership relating to 2024.

	£
Balance as at 1/01/2023	<u>284,599</u>
Amount released to income earned from charitable activities	(284,599)
Amount deferred in year	<u>235,163</u>
Balance as at 31/12/2023	<u>235,163</u>

21. INTEREST PAYABLE

	2023	2022
	£	£
On Bank Loans	<u>80,915</u>	<u>46,469</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:

	2023	2022
	£	£
Total cash and cash equivalents	<u>266,219</u>	<u>552,087</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.

	2023	2022
	£	£
Provision as at 1 January 2023 and 31 December 2023	<u>86,280</u>	<u>86,280</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	Centre is utilised as an Olympic and Paralympic Training Venue for Badminton, Wrestling, Judo 2012 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 – 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) Not less than 3 and up to 8 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 131 members of staff. Of these about 19 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 FOR THE YEAR ENDED 31 DECEMBER 2023

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		856,109
Freehold Land		619,167
Total		<u>£ 14,581,517</u>

Method of Funding

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

1972 – 2023 inclusive

Capital Grants

Deferred - for future release to Revenue Account	4,321,176	
Released to Revenue Account	<u>5,819,160</u>	
Total Received		10,140,336

Loans at 31/12/2013

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

Working Capital

478,253

Own Generated Funds

Income and Expenditure Account	443,436	
Depreciation	8,562,546	
Transfer from Capital Grants	<u>(5,819,160)</u>	
		3,186,822

£ 14,581,517

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.

REDBRIDGE SPORTS CENTRE TRUST LIMITED

FINANCIAL BACKGROUND SUMMARY FOR THE YEAR ENDED 31 DECEMBER 2023

Capital and other grants (including Gift-Aid where relevant) have been received from the following sources as at 31/12/2023:

Sources	£
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	10,140,336