



Annual Report & Financial Statements

for the year ended 31 March 2018

Nuneaton & Bedworth Leisure Trust Ltd
(A Company Limited by Guarantee)

Charity registration No. 1109970
Company registration No. 04955172

The Directors/Trustees of Nuneaton & Bedworth Leisure Trust (NBLT) present their Directors'/Trustees' Annual Report and the Financial Statements of the Charity for the year ended 31 March 2018, as required under the Charities Act 2011 and the Companies Act 2006.

NBLT is a private company limited by guarantee and is incorporated in England and Wales (Co. No. 4955172).

Directors/Trustees

J Stubbs
P Sowter
C Hayes
A McMaster (resigned 3rd May 2018)
J Dolman
E Mitchell
G Waddingham

General Manager

M Beasley

Secretary

M Beasley

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Newdegate Street
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CV11 4EL

Registered Office

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Auditors

Crowe U.K. LLP
Black Country House
Rounds Green Road
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West Midlands
B69 2DG

Solicitors

Blythe Liggins
Edmund House
Rugby Road
Leamington Spa
Warwickshire
CV32 6EL

Bankers

The Co-operative Bank
6 Warwick Row
Coventry
West Midlands
CV1 1EE

Directors/Trustees' Annual Report

Introduction

NBLT is a company limited by guarantee and is governed by its Memorandum and Articles of Association dated 6 November 2003, amended to allow for current governance arrangements on 16 September 2015.

NBLT was registered with the Charity Commission on 13 June 2005 (Registered charity No. 1109970). The objects of the charity are the same as the principal activities of the company set out below. The charitable company has produced these accounts in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015).

Related Parties

Other than the Directors / Trustees, the only related party NBLT has is with its 100% owned subsidiary, Leisure Avenues Ltd (Company registration no. 05495496).

Principal Activities

The principal activities are to:

- Provide or assist in the provision of facilities and services for educational, recreational, sporting or other leisure time occupation in the interests of social welfare to the public at large or to any section or sections of the public who may have need of such facilities and services by reasons of their youth, age, infirmity or disability or social and economic circumstances;
- Promote and preserve good health through community participation in healthy recreation and education; and
- Operate and maintain the catering and ancillary trading facilities in support of the above.

Directors/Trustees’ Annual Report (continued)

Directors/Trustees

The Directors/Trustees of the company who served during the year were as follows:

J Stubbs
P Sowter
C Hayes
A McMaster (resigned 3rd May 2018)
J Dolman
E Mitchell
G Waddingham

Decision-Making Structure

The Board of Management, which can have up to thirteen members (plus three co-opted members with full voting rights), administers NBLT. The Board meets at least quarterly covering strategy, policy, performance, customer statistics, finance, audit and any current issues.

The General Manager is appointed by the Trustees to manage the day-to-day operations of NBLT. To facilitate effective operations, the General Manager has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and business development.

The General Manager is responsible for ensuring that NBLT delivers the services specified and that key performance indicators are met.

Recruitment and Training of Directors/Trustees

The Directors of NBLT are also charity Trustees for the purposes of charity law and under NBLT’s Standing Orders are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association the members of the Board of Management are elected to serve for a period until the third AGM and then a third must retire each year. They may be immediately re-elected. The Board of Management elects its own chair.

The Board of Management represent a broad mix of skills with the only major omission being a Trustee with significant legal qualification/experience despite several recruitment drives.

The Trustees are the only Members of NBLT and form the Board of Management. Upon winding up, each Member’s liability is limited to £1.

NBLT must have between five and thirteen Trustees at all times. Three additional Trustees with voting rights can be co-opted but none have been appointed as yet.

Supplementary to the election of members as Trustees at the AGM, the Board agreed a recruitment and selection process for new Trustees to be used in the interim. Once a panel of three Trustees has selected a Trustee, an induction session is arranged with the Chair of the Management Board and the General Manager. The induction is based around the Trustees Handbook, which outlines the duties and responsibilities of the Trustee role.

Documentation covered includes;

- The Memorandum and Articles of Association
- Financial Regulations and Standing Orders
- Annual Business Plan

The induction process is then expanded to the Facility/Service Managers to provide information on the various aspects/services of NBLT.

Third Party Indemnity Provision for Directors

Qualifying third party indemnity provision is in place for the benefit of all Directors/Trustees of NBLT.

Statement as to Disclosure of Information to Auditors

The Directors/Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the Directors/Trustees have confirmed that they have taken all the steps that they ought to have taken as Directors/Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Reserves Policy

The Trustees reviewed the reserves policy in July 2017, taking into account the draft financial results from 2016/17. The revised policy includes an unchanged general reserve of £500,000 to cover working capital and to act as a risk contingency. As at 31st March 2018 unrestricted reserves, those not designated for specific projects, stood at £505,103. Designated funds amounted to £1,834,625.

Because of the uncertainty during the year regarding significantly increased competition, and the final financial results in question as to whether a small surplus or deficit would be made, the Trustees decided that any surplus would be allocated to equipment renewal reserves. As a result of the financial performance during the year, contributions to the value of £67,000 were made to these reserves.

Reserve levels are still not as high as would be ideal, as would be the case in most organisations, but they are as expected and are of a size that allows NBLT to operate effectively and to be able to plan for the future.

The Trustees are due to review the reserves policy for the 5 year period 2018 – 2023 during the summer of 2018.

Investment Policy

The Trustees, having regard to the liquidity requirements of operating the business and to the reserves policy have operated a policy of keeping available funds in an interest bearing deposit and reserve account and seek to achieve a rate of interest which is maximised whilst remaining risk-averse. All cash invested has remained within the UK and it is anticipated that this will not change.

The invested funds held on deposit and in the reserve account achieved an average rate of 1.13% for the year.

Fundraising

NBLT does not carry out material fundraising activities.

Key Management Personnel

Key management personnel (KMP) are employed and remunerated based upon their skills, experience, ability, attitude and market forces. They all work to role descriptions and are regularly appraised.

Going Concern

NBLT has cash resources that will meet its day to day working capital requirements in the short term.

Whilst NBLT is reporting a deficit for 2017/18 of £163,321, this is wholly accounted for by the depreciation charge, which is as a result of planned investment in NBLT’s assets. Other than the planned depreciation charge, NBLT made an operating surplus of £67,013. This surplus represents normal operating and is therefore ongoing and available to spend, subject to any additional competition or operating changes in the future.

One concern is the local competition from a major budget gym brand which has already started to adversely affect the health & fitness income stream. We have already restructured our operations and are planning to recover as much of the income lost as possible through returning customers. We have also made some rationalisation in management costs to partially offset the lost income.

With the successful operation of NBLT’s activities resulting in an operating surplus and the solid balance sheet, NBLT is very much a going concern.

The Trustees are therefore confident that NBLT has and will have adequate resources to continue in operational existence for the foreseeable future and therefore believe the going concern basis of accounting appropriate in preparing the annual financial statements.

Directors/Trustees' Strategic Report

Objects and Strategies

The objects of NBLT are;

- Provide or assist in the provision of facilities and services for educational, recreational, sporting or other leisure time occupation in the interests of social welfare to the public at large or to any section or sections of the public who may have need of such facilities and services by reasons of their youth, age, infirmity or disability or social and economic circumstances;
- Promote and preserve good health through community participation in healthy recreation and education.

The strategies employed to achieve NBLT's objects are;

- Manage NBLT's finance in accordance with good business practices, legislative requirements and in accordance with the Memorandum and Articles of Association and other agreements as they apply;
- To ensure that NBLT's education and leisure provision meets the needs of the local community in the most effective and efficient way;
- To develop a change of culture to allow employees to be empowered and take ownership of NBLT's objectives;
- To generate investment opportunities for the development and improvement of education and leisure facilities and sport opportunities;
- To work with external partners to maximise funding opportunities and tackle social issues within the borough;
- To develop and attract grant funding from all appropriate sources;
- To promote the positive benefits of leisure in terms of health related issues;
- To be aware of all environmental issues and take account of the effect NBLT's business would have on local, national and global environment;
- To respect the gender, age and ethnicity of all customers and employees.

Funding partners:



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire



**NATIONAL
LOTTERY FUNDED**



Review of the Business

Nuneaton & Bedworth Leisure Trust Limited (NBLT)

2017/18 has been a further year of consolidation, minor developments and performance improvements for NBLT. The majority of the development work to our facilities was done in previous years and this year was about small improvements to further enhance our offerings. We also spent the year reviewing what we do and making the necessary changes to make us more economic and effective.

A brief summary of our current facilities and services and the events of the past year is as follows:-

- Empire Gym and Studios, a 20,000 sq ft ex nightclub which was purchased and converted into a premier health & fitness facility. This facility and its employees continues to offer an excellent customer experience for people wishing to improve themselves. It is the best equipped and best staffed facility in the area and offers personal help and support to all customers. However, financially it has suffered a significant downturn since

the opening of a budget gym in Nuneaton town centre. Whilst the new gym is of a significantly lower specification than Empire and offers no support to customers, its membership price for adults is two-thirds of that for Empire. That has meant a lot of members, particularly the younger ones, leaving us for the new gym. We are starting to win customers back now gradually but it could be a long time before we are up to the usage levels of previous years. Further investments have been made into Empire, including a broader range of gym equipment and a new IT system to aid retention. We have also invested in a sunbed after a number of requests from customers and this is already proving very popular. This enhances our services even further, along with the body statistical analysis machine that we introduced the previous year. The machine gives customers a detailed and accurate analysis of their weight, fat mass, muscle mass, bone mass, body water, visceral fat and their metabolic rate and age. This enables our customers to know exactly what condition their bodies are in and what needs attention and we advise them accordingly in how to address that. This is a fantastic tool in our battle against obesity, poor health and inactivity.

Directors/Trustees' Strategic Report (continued)

- Empire Heaven, a ladies only gym located within the Empire Gym & Studios facility but with their own separate entrance. The gym is kitted out with the highest specification pneumatic resistance equipment that is extremely safe to use. This is complimented by a good range of cardio equipment of the same quality and design as those used in the main gym. Our customers get a nice compact facility with easy access to the other activities within the Empire building, giving them a simple pathway if they want to take their exercise to the next step. Empire Heaven has not been affected by the opening of the budget gym as the typical types of customer in the two establishments are totally different.
- Empire Performance / Wheat Street Facility, comprising approximately 25% high performance gym, 25% offices and classrooms and the remaining 50% warehousing. There is also a large car park that serves employees and customers for all of the Empire services. Empire Performance is a fitness facility based around "coached" training by a highly qualified coach that takes customers to the next level of strength and conditioning, whether that be to play a particular sport, complete a particularly challenging event or just for general fitness. This facility is restricted by planning permission to only open in the evenings and at weekends but there is currently a pending planning application to extend that. Memberships at this facility are not as high as required but we are about to embark on a slightly different marketing campaign and we remain hopeful. The offices at Wheat Street host our Youth,

Community & Schools Team (YCST), who also use the classrooms to deliver our Alternative Provision of Education (APE) programme (see below).

- Youth, Communities and School (YCS) outreach services, which delivers sports coaching in schools and at community facilities together with alternative education for children "struggling" in a traditional school setting (APE). The team also deliver community initiatives such as promoting disability sports and healthy eating/living advice and assistance as well as operating school wraparound services and a very popular "playscheme" during school holidays. Another part of this team is the administration and operation of the "Fitter Futures" contract for Warwickshire County Council. As part of this contract, we are the first point of contact for referrals from GPs and other health professionals with regard to people who need assistance with getting fitter and/or nutritional help and advice. We deliver personal assistance to some of these clients across Warwickshire to help them become more active and live a healthier lifestyle and the rest are referred to other operators. The YCS team have had a very successful year, helping more people than ever – we are coaching sport in more schools than ever, we are educating more children through our Alternative Provision for Education (APE) scheme, we are dealing with more health referrals than ever and helping them to get fitter, more active and less reliant on medicinal means.



Directors/Trustees' Strategic Report (continued)

- Bermuda Adventure, a 9,000 sq ft unit which was fitted out into a high specification functional soft play facility. This facility has performed well financially during the year, giving us the best return since opening. Customer numbers are hugely influenced by weather conditions and the wet and cold winter certainly aided the year's attendances. During the year, the toddler area was doubled in size and this has been well received. All lighting was replaced with LED units and this has significantly reduced our electricity usage. Staffing has been rationalized and controlled and as a result, expenditure has reduced for the year. The facility is recognized as the best of its kind for miles around, offering quality play and refreshments at reasonable prices. Future development plans include exclusive parties, adult parties and activity parties as well as a revised menu. Santa did not hold his Grotto this year and only visited us for tea several times and this is seen as the way forward.
- Bermuda Park Nursery, a 4,000 sq ft building adjoining Bermuda Adventure fitted out as a high quality children's nursery. Not only is the nursery equipped to the highest standards, but the garden is fully usable throughout the year with a large canopy, outdoor classroom and artificial turf. The nursery was assessed as "good" at its latest Ofsted inspection and was very close to receiving an "outstanding" rating, and so this is our next target. The availability of high quality nursery nurses has continued to be an issue for us and child numbers have sometimes been controlled so as to not overstretch resources. Agency nurses have been used at times to supplement existing employees and we are now following a policy of training up a small

number of apprentices to help us in the future. The childcare funding increase from 15 hours per week to 30 hours per week has gone well for us and the nursery achieved its best financial results ever.

As can be seen throughout this report, the majority of our services are performing really well and are contributing greatly towards our objectives. The only exception to that is our health & fitness services, which have come under significant pressure from the opening of the budget gym. They are still contributing towards our objects, but at a financial cost to NBLT. We are working to address this and hope to report an improvement in a year's time.

Nuneaton & Bedworth Borough Council (NBBC) are still refusing to pay for a legitimate loss of income claim that NBLT brought against them for the significant delays and operational effects from NBBC's capital works on one of the leisure centres that NBLT managed and operated in 2011. NBLT is currently preparing this for legal action against NBBC and have, in order to provide for any eventuality, provided for this debt in full within the bad debt provision.

In general, ongoing operations and services are proving to be very popular with the public, offering high quality facilities and services at affordable prices. However, we are well aware of the risks within the health & fitness sector and what we have to do to deal with this. We are also constantly monitoring the market to stay aware of all competition, together with identifying any opportunities or threats.

Directors/Trustees' Strategic Report (continued)

Leisure Avenues Limited

NBLT's subsidiary, Leisure Avenues Ltd, manage all sales of café and vending items, together with other ancillary sales, at all of the sites. By far the highest turnover currently is from the café at Bermuda Adventure. The decision was made early on for high quality homemade food to be served to customers at affordable prices and this has resulted in significant sales. The Bermuda Adventure kitchen also supplies a varied and homemade menu to the children at Bermuda Park Nursery which has proved to be popular with children and parents alike.

Our vending machine suppliers have now stopped supporting the machines and they have now been either removed at Bermuda Adventure or only hold stock at busy times. The products can be bought at the main servery now and this has not affected our sales or customer satisfaction.

Empire Gym & Studios sell a variety of drinks and protein snacks etc and this has now been added to by the introduction of the sunbed and ancillary products. Early feedback suggests that this will be a success.

Turnover was in line with the previous year but profit margins within Leisure Avenues were higher and it made an overall surplus of £157,649 for the year, which will be gifted to the charitable company (NBLT) during the next financial year.



Directors/Trustees' Strategic Report (continued)

Financial Review

2017/18 was mainly a year of further consolidation, minor improvements to the facilities and efficiency changes.

Whilst NBLT is reporting a deficit for 2017/18 of £163,321, this is wholly accounted for by the depreciation charge, which is as a result of planned investment in NBLT's assets. Without this depreciation, NBLT made a surplus of £67,013 for ongoing operations, this being a good result considering the very aggressive introduction of a national budget gym operator in the town centre during the year. Their marketing budget and pre-sales offers were very attractive and would have taken thousands of gym users from all other providers in the area. The local council even took the unprecedented step of giving their customers free parking, which only the council's own sites previously offered, giving the budget gym a further competitive advantage.

As a result of this, income at Empire Gym & Studios was significantly down compared to last year. This could not be offset at all through lower expenditure as this in itself increased as improvements were made to the building and the equipment therein. This was seen as an investment in order to further improve our service offering and our attractiveness in the market. It is hoped that this will begin to win back customers as they see that, whilst we are not the cheapest health & fitness operator in the area, we offer a significantly higher quality experience for our customers at what is still a very competitive price. We have since streamlined our management structure at the site and this will produce savings for the coming year.

Empire Heaven (ladies only gym) performed reasonably for the year and broke even.

Our new venture, Empire Performance, struggled for it's first year and hasn't taken off as well as we hoped for. Whilst expenditure is as per the budget, income has been approximately half of what is needed and the service made a significant deficit for the year.

Overall, our services are suffering from the now oversupply of health & fitness facilities in the area and made a significant deficit during the year. This will be our biggest challenge going forward.

It was the opposite for Bermuda Park Nursery (BPN) with both income and expenditure significantly increased with additional children being cared for. Income showed an increase of 17% over the previous year as demands for places significantly increased. Whilst it was feared that the new 30 hour a week government funding for childcare would not be cost effective for us, it has certainly increased demand as local authority nurseries tend to limit children to 15 hours per week. We have often been overwhelmed with the demand for places at our nursery and there is currently a waiting list for some days. As a result of this increase in activity, expenditure has also increased, but only by 3% as there has been very little infrastructure investment needed. The resultant surplus has increased 16 fold for the year.

It was another different story for Bermuda Adventure (BA), who only increased their income by 1% over the previous year. However, efficiency reviews and good management reduced expenditure by 7%, meaning that the surplus from the previous year was more than doubled. There is new competition locally from a combined trampoline park and soft play facility and we will have to continue our good work, and get better, to maintain this level of surplus for the coming year. As always, weather plays a huge part in the demand for BA and so not everything is within our control.

There was also a big improvement in the financial performance over the previous year of the Youth, Communities and Schools Team (YCST). Efficiencies have been made in the non-productive time of coaches together with increased coaching and APE activity, and therefore income. Our contracts have also been financially successful meaning that the surplus for this team trebled from the previous year.

As a result of all of this, unrestricted and undesignated reserves amounted to £505,103 as at 31st March 2018.

Directors/Trustees' Strategic Report (continued)

Governance and Principal Risks

The Board approved the latest Risk Management Strategy and accompanying Risk Register on 20th September 2017. This details the top 26 risks and has since been constantly monitored by the management team. It also addresses how those risks are being minimised and controlled, together with any contingency plans should the risk come into being. The register is being reviewed on a regular basis, and some items have been replaced with newer risks as situations arise.

Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety for employees and users of the centres.

Following Risk Treatment (the act of controlling, containing and minimising risk), the only risks that remain at a "medium" level, and that is more for the impact of an event rather than the likelihood of it happening, are in regard to:-

- Reduced income, as a result of the loss of a contract, unattractive pricing, poor service, competition or customer lack of awareness of our services. This is particularly pertinent for the year ahead with the budget gym and the trampoline centre now open locally.
- Health & Safety and Safeguarding issues, mainly because of the number of children that use our services.

These risk areas are very common to lots of organisations and NBLT manages them effectively by giving them sufficient priority within its management time and activities.

Achievements

Achievements for the Year Ended 31 March 2018

The following is a selection of achievements for the year;

NBLT service costs have continued to be analysed and this analysis has been used to form the basis of future service delivery and to make cost savings.

Following the purchase last year of the Boditrac (body composition analysis) which helps our health & fitness customers to understand their body statistics and then target their training accordingly; we borrowed a portable version to use for outreach work within the local community. This proved incredibly successful and we delivered outreach in a variety of outlets; an Atherstone Pharmacy on three occasions, Federal Express for one day, the Gurkha Healthy Living Network for one day, a Breast Cancer Awareness Event for one day, Community Action Network (CAN) for one day, the 'Happy, Healthy and Involved' community event held for over 50's for one day and we used it at our International Women's Day Event.

We performed approximately 43 scans, which resulted in a new member joining our gym and four people using the gym and classes on a 'pay as you go' basis.

Our commitment to improve our service to the wider community also saw Empire Gym pilot a range of junior activities, our aim being to encourage families to have fun exercising together. For three weeks during the summer holidays in July and August we organised sessions for children aged 5 -12 years old, the adult accompanying them stayed on site, participating in either an exercise class

or using the gym floor. These sessions were open to both members and non-members. The junior activities included sessions led by Aces Cheer & Dance Club, for which we received over 30 bookings across four sessions.

Empire Heaven, our ladies only gym, launched a campaign to encourage retention. The campaign is based on beloved fictional character, Phileas Fogg and his journey around the world. The ladies are following in his footsteps, stepping, rowing, walking or jogging the 21,000 miles needed to complete his journey.

gym under supervised conditions and with a responsible adult at all times. 25 memberships have been taken, together with a number of Pay as you Go customers. As demand grows we will look to increase the numbers of supervised sessions from three to five per week.

Empire Performance has now been open for 12 months. We are close to achieving 50 members for the new facility. The strength, lifting and functional fitness coach-led training facility expands our fitness offering within the borough and is currently open in the evenings and at weekends.

“After I had the scan, I was actually slightly alarmed by how low my weight was and mentioned it to my GP as I was going about some other symptoms. Anyway the upshot was that, after a referral and more tests, I was diagnosed with gastritis, which has now been treated and I am now trying to put some weight back on.”

Michelle, used the Boditrac at the CAN meeting.

After operating for a number of years, Empire Gym was re-organised with investment being made in new and different equipment. This has helped to cement its position as a high quality offering with the most varied equipment and knowledgeable staff within the area.

As part of our strategic commitment to promote the positive benefits of exercise, Empire Gym introduced a junior fitness membership, whereby children as young as 14 can now exercise in the

Ongoing research has been, and continues to be, collected, analysed and fed into improvement plans to develop, improve and extend our services to the public, the introduction of Empire Performance to the Empire brand demonstrates this. The financial analysis of new facilities and other services is closely monitored to improve the charity's ongoing financial position.

Achievements

(continued)

We continued our work with Higham Lane School, delivering approximately 25 fitness sessions throughout the autumn term for year 10 and 11 girls. We would like to expand this offer but are currently awaiting planning permission to extend the opening hours of Empire Performance. If successful, we would be able to deliver sessions throughout the school day.

Bermuda Adventure Soft Play World continued to establish its position as the premier soft play centre in the area, welcoming over 81,000 visitors throughout the year and delivering 701 children's birthday parties. Part of our growth plans saw us pilot exclusive party hire, delivering two parties, this experience enabled us to understand the market and our customers need and exclusive party hire will now be added to our repertoire for the coming year. We also held a very successful 'Not So Scary Halloween party' and two 'Tea with Santa' events.

The toddler area at Bermuda Adventure Soft Play World was refurbished and expanded, doubling the size and capacity of the area. We continue to attract young families and the new equipment has been of particular interest to local childminders who join us regularly throughout term time.

Bermuda Park Nursery continues to offer high quality affordable childcare. 162 children are currently on role. Both the Pre-School and Toddler Room are operating at 99% capacity with some individual days at 100% capacity.

The Nursery currently employs 26 members of staff, with two being apprentice Nursery Nurses, gaining vital

training and experience from the Nursery. This is a great opportunity for local people to develop their careers in an ideal environment.

The Nursery's computer system, Nursery in a Box, which was installed last year is now being used for all invoicing, forecasting, sending and receiving e-mails, newsletters, notices, weather warnings etc. making it a very useful tool. Parents of nursery children can log in and view their children's booked sessions, outstanding invoices and make amendments to their personal details.

The Nursery has been positively working towards gaining an Outstanding rating from Ofsted at the next inspection.

The Nursery has recently been granted the Warwickshire Inclusion Kitemarking Scheme (WInCKS) award. This award recognises and celebrates high quality Special educational needs provision in Warwickshire Pre-School settings and schools. The application for the award was a huge team effort led by the Nursery's Special Education Needs Coordinator (Senco). The recognition award allows the Nursery to make its own referrals, bypassing the need to call in the Integrated Disability team and await their assessment of the child, which can take anything from six months to up to a year to complete. This greatly improves the service the Nursery provides. It gives the parents who use the nursery the knowledge that their child's additional needs will be recognised, diagnosed and supported swiftly and efficiently in a professional manner.

Any children who show a speech and language delay continue to be screened by the two qualified speech and language champions. All children are still monitored on a termly basis with a 'Time To Talk' monitoring form. This ensures early intervention for any child with a delay which will prevent them falling behind their peers.

The Nursery has strengthened its established links with the Local Authority Early Years Team, Social Services, Warwickshire and Leicestershire Integrated Disability Team and local Health Visitors. The Nursery continues to provide care for a number of children with additional needs and receives regular visits from the various Local Authority teams in support of these children.

Nursery leavers going on to school once again had a positive experience during their final summer term. As always, contact was made and discussions held with all the schools and where possible the school teachers. Each child had their own book with photographs of their new school, the playground, their uniform and, where possible, their new teacher.

The Nursery has successfully introduced the government's 30 hour funding for free nursery provision. The Nursery currently has 56 3-4 year olds claiming government funded hours with 46 of these children claiming the additional hours.

Bermuda Park Nursery and Bermuda Adventure invested in LED lighting units, these have resulted a substantial reduction in the electricity we consume and the carbon we generate and it is expected that we will see a cost saving of up to £5,000 per annum.



The Nursery has recently been granted the Warwickshire Inclusion Kitemarking Scheme (WInCKS) award.

Achievements

(continued)

As part of commitment to continuously improve our services a customer service training programme was developed to ensure that all of our staff understand and are able to deliver the first class service we want to give. During this year all public facing staff have successfully completed the training.

NBLT received further funding from BBC Children In Need for the appointment of a Disability Sports Coordinator, DISCO. Thanks to the positive impact of this post funding has been extended until 2019. This funding is used to give young children with a disability a great opportunity to improve their social skills, their physical ability and increase their confidence to participate in sport.

We continued running weekly afterschool disability sports clubs at Discovery Academy on Tuesdays and Exhall Grange School on Thursdays. Disability Football sessions continued weekly in partnership with Higham Football Club. We also continued our disability soft play sessions once a month and our stay and play sessions in the school holidays. We maintained our sessions at Bulkington Village Centre term time only. We also delivered 12 weeks of Bikeability and saw 61 children attend.

Throughout the year we continued to deliver and expand our Disability Sessions for children aged between 5 – 18 years old, with over 857 attendances. One of the highlights of these sessions has been the ability to welcome children with a disability alongside their siblings.

We successfully received funding for a 16 seater minibus that has been adapted for use by disabled people. DM Thomas

Foundation for Young People awarded a grant of £18,995 to purchase this minibus. The new wheelchair accessible minibus provides transport to disabled young people, in particular those in rural areas, so that they can take part in leisure activities. By reducing the barrier of transport, the minibus has opened up young people's opportunities to improve their quality of life and health, make new friends and enjoy new experiences.

Thanks to the purchase of the minibus our Disability Football team competed in their first ever competitive tournament, the Ability Counts League at Championship club Aston Villa. All of the players, aged between 10 and 14 come from across Nuneaton and Bedworth and have played together since Nuneaton and Bedworth Leisure Trust, NBLT, first started their Disability Football programme in 2014. The Children In Need funding that supports our disability work is ongoing until 1st September 2019.

The Fitter Futures Contract with Warwickshire County Council has continued to exceed all targets resulting in a further variation to the contract, which will help us meet the increasing demand. This year we have taken part in another Pilot project in partnership with the Pharmacies, to include 'Strength & Balance' referrals. This has started very well with the Physical Activity Consultants receiving some additional training from the 'falls prevention' team. We have, as the first point of contact, processed 5,106 referrals from Warwickshire, with GP's, Hospitals and Pharmacies being our main referrers. 2,474 individuals completed one of our 12 week programmes during 2017/18.

Our Physical Activity Consultants, PAC's have worked with 291 individuals this year, achieving some great results in increasing activity levels, improving mental wellbeing and reducing medication.

To support the Fitter Futures Change Makers and Family Weight Management team we deliver the sports and activities section of their sessions. This programme has County-wide reach, and has enabled us to showcase our work to an audience beyond the Borough and help even more people.

We have maintained our 'before and after' school service at three locations in the Borough catering for five different schools. Each site is Ofsted registered with all of these sites being rated as 'Good'. This school wraparound service offers a safe, secure and fun environment that builds on the learning of the respective schools with 116 places available. Programmes at Our Lady & St Joseph Academy and Arden Forest are running at capacity or near capacity every day. Our school holiday activity sessions, "Playscheme", has been monitored and consolidated during the year. We had a total of 15,328 attendances, which is lower than last year but that was to be expected considering the location changes and competition.

To compliment Playscheme, we also introduced a Summer Player Development Scheme held at St Thomas More Secondary School. 26 individual children attend, due to its success it will be delivered again during the Summer Holidays in 2018.



DM Thomas Foundation funds our minibus for disabled youngsters

The online booking system introduced last year has proved a welcome addition. 393 individual 'bookers' used the system to book 9,238 individual slots from 1,197 attendances.

The delivery of quality sports coaching in primary, junior, secondary schools and within the community continues to be a success story. This year has seen us surpass the number of schools we worked with in previous years, now totalling 49 individual contracted schools, organisations and/or sessions per week. We now deliver an average of 205 sessions per week.

Our partnership work continues to go from strength to strength working with a range of local schools and other organisations. As the preferred partner of Warwickshire County Cricket and Ambleside Sports Club a festival of Girls Cricket and four 'Chance 2 Shine' tournaments were delivered in Nuneaton to over 200 children across the festivals, these tournaments take cricket into schools and promotes grassroots opportunities.

In partnership with the Nuneaton Schools Sports Group we assisted in the delivery

of a Girls Football Tournament, ran a variety of individual School Sports days & school fetes. These all provided an opportunity for children from across the borough to participate in professionally delivered competitive events with exit routes to local sports clubs.

Over the year we have continued to develop community relationships delivering sessions at facilities owned by or in partnership with a range of organisations, extending the reach of sporting opportunities to many more people. Bramcote Barracks, Warwickshire Community And Voluntary Action, St Thomas More Secondary School, Camp Hill Education & Sports Centre Early Intervention Team, Wembrook Community Centre, and Keresley Community Centre are just a few of our valued community partners.

Two sports coaches undertook and completed their PTLs course, L3 Award in Education and Training to support the increase in students being referred through the Alternative Provision for Education, APE pathway. During the year, NBLT was accepted onto the

ASDAN Framework to deliver level 1 and 2 qualifications under both the Award of Personal Effectiveness & the Certificate of Personal Effectiveness.

Our Alternative Provision of Education (APE) continues to show further growth, supporting young people referred by a number of organisations including Arc Academy of schools, Discovery School, which is part of the MacIntyre Academies and Northern Warwickshire Behaviour Partnership. 14 students have accessed the provision offered by NBLT and have benefitted from a range of ASDAN courses.

The APE provision was inspected by the Warwickshire County Council Education and Learning Business Unit in June 2016 and as we received an excellent rating, meaning we won't be inspected again for a number of years.

We delivered the very successful community qualification 'Target' this year. The Target course provided an ASDAN qualification in sports coaching and sports fitness and was held at Wembrook Community Centre between

Achievements

(continued)

Monday 22nd January and Tuesday 20th March 2018 with members of the Activity and Sport youth club attending. This course saw four participants gain two credits and five participants gain one credit. One of the participants gained employment with us as a relief Youth, Community and School sports coach and has started working at the Activity and Sports sessions delivered on Thursdays at Wembrook.

Thanks to the continuing excellent work undertaken engaging young people in positive activities for 12 hours per week, the Warwickshire Police and Crime Commissioner, WPPC, awarded us a further years funding to maintain the project on multi use games areas, MUGAs. This was the sixth year in which we have secured funding from the WPPC to deliver 12 hours of youth engagement activities in five targeted areas across the borough. We have continued to develop the programme and added additional sessions including the effects of bullying and cyber bullying, we facilitate sessions on relationship and sex advice and all children have access to healthy eating workshops. The young people attending these sessions were invited to the local Mayor's Parlour, and have been visited by the Police and Crime Commissioner and the High Sheriff of Warwick.

A successful bid to Love My Community has enabled us to deliver a project at the Keresley Village Community Centre, a central community venue that provides a host of activities for local people. There are two key issues our project addressed; 1. no activity or positive engagement for children and young people and 2. high obesity rates due to a lack of opportunities for young people to take



part in physical activity during the evenings. Our project, a community activity club, targeted children and young people between the ages of 5 and 18 years old and to date we have delivered to 659 contacts, 489 male and 170 female.

Wembrook Community Centre commissioned us to provide a Youth, Sports & Community Club focusing on 6 - 11 year olds. These were delivered on a Wednesday and Thursday evenings with a total of 312 contacts and 725 attendances, accounting for 38 individuals. As part of the club we delivered workshops on a range of topics including; Anti-Social Behaviour, Stop & Search, Speciality Agency Contacts: Alcohol Workshop, Sexting Workshop, Cyber Bullying, Drug Awareness, Trust based workshop, Sugar Addiction Workshop, Feelings and Worries, Body Privacy, Point of Contact & Safe and Unsafe Secrets, Bullying and Radicalisation and Internet Safety.

A successful bid to the Postcode Lottery has enabled us to deliver a Bikeability and Balanceability project at 20 locations within schools and community venues across Nuneaton & Bedworth.

NBLT is committed to supporting local young people with employment opportunities and once again our apprentices have all found employment. We were able to offer employment to the Sports Coaches and the Business Admin apprentice, their contribution to the organisation continues to grow, with one of our former apprentices now taking responsibility for coordinating Playscheme.

It is very pleasing to see young people from the borough succeed and gain employment, whether with us or not. It helps the local economy and gives a sense of pride and worth to the young people. We continue to work in partnership with Henley College and have taken a further two Sports Coach apprentices and a Childcare apprentice.

Future Developments

Future Developments

The following is a selection of plans for the future;

Introduce an Employee 'Performance Management' scheme and revise the 'Individual Role Standards'.

Improve all NBLT's websites in order to make the information within them more easily accessible and more interactive.

Monitor performance after all employee training and retrain if necessary. Introduce mandatory training for new employees.

Maintain a high quality health & fitness offering at an affordable price.

Continue to investigate ways of reducing utility consumption.

Review the usage of space at Empire ensuring that all areas provide maximum value for money for our members.

Review the mix of equipment available to customers to remain fresh and exciting in order to retain and attract more people.

Ensure all gym equipment is well maintained to avoid having kit out of action for our customers.

Expand the junior fitness offering by increasing the number of supervised sessions available across the week.

Further develop the usage of The Retention People (TRP) software to

improve customer satisfaction and retention levels.

Review the juke box music service regularly and develop an overall entertainment strategy for Empire.

Introduce an additional nutritional advice service to help our customers manage their diets.

Introduce more personal training in the form of structured individual or small group training sessions.

Expand the customer base at Empire Heaven following the extended opening times.

Create space in Empire Heaven for rehabilitation services.

Successfully fund a portable Boditrax, body analysis machine and start outreach testing.

Maximise the usage of our Empire Performance health & fitness facility and then extend the opening hours and facility size in order to improve the fitness of more people.

Achieve at least 85 memberships with Empire Performance by the end of the summer 2018.

Review the race track and cars usage at Bermuda Adventure (BA) to see if there are any other features required to enhance the experience.

In the BA garden, there are currently three large posts supporting a canopy in order to provide some shade. Investigate

the possibility of installing climbing/balancing apparatus within these posts to offer yet another outdoor activity to children.

Install phase one of a cooling option for BA. This will involve warm air extraction, cool air introduction and an additional air conditioning unit.

Replace BA carpets throughout the site with wooden floors where possible.

Increase BA party numbers.

Expand the BA room hire offering.

Totally refurbish and replenish the BA fish tanks in order to make them the centre pieces that they should be.

Introduce a new range of parties – e.g. adult, teen, activity (e.g. build-a-bear) and laser parties are all under consideration and at least one of these will be introduced at BA in the coming year.

Constantly monitor supplier prices (particularly at BA) to make economies and efficiencies where possible.

Increase the Bermuda Park Nursery (BPN) usage to 99% of capacity across all rooms.

Continue to offer apprenticeships to further develop quality nursery nurses at BPN and develop more apprentices to 'grow' our own talent.

Continue to improve standards at BPN to work towards an Ofsted rating of Outstanding.

Continue to develop good relationships with other schools outside the locality to enable all children to make a smooth transition from nursery to school.

Review the provision of the 30 hour free nursery places to ensure that any financial impact is minimized.

Continue to develop the Alternative Provision for Education (APE) pathway, creating new classrooms at Wheat Street to enable additional pupils to be supported.

Open a 'before and after' school provision with Queens Junior Academy to commence September 2018. Achieve a minimum of 'Good' rating from Ofsted within 2 years of opening.

Obtain funding for our MUGA project to enable it to continue.

Obtain funding from the 'Big Local - Young People's Engagement and Support Services Hilltop and Caldwell' to deliver sporting activities within the Hill Top & Caldwell area.

Aim to exceed the targets set by Warwickshire County Council for Fitter Futures. The target set is 3,500 referrals but we will be aiming to exceed 5,000.

Continue to accept the additional referrals for cardiac, strength & balance, cancer and young people.

Deliver the additional two 9 week programmes for young people aged 12 – 16 years. It is anticipated that this will be included in the new Fitter Futures Warwickshire contract for 2019 onwards.

Submit a strong application for the Fitter Futures Warwickshire contract, the Tender is expected to be released in September 2018.

Submit and win other bids to improve residents' lives within the borough by providing outreach services.

Continue to research competitor landscape and the changing customer needs. Implement additional or different services in order to improve health & wellbeing.



Employees

Key Employment Statistics 2018

Figures as at 31 March 2018

| | 2015/16 | 2016/17 | 2017/18 |
|--------------------------------------|---------|---------|---------|
| Total Number Contracted Employees | 124 | 102 | 100 |
| Total employees (in %) | | | |
| Male | 33.1 | 29.4 | 25.0 |
| Female | 66.9 | 70.6 | 75.0 |
| Average age of employees (in years) | 32 | 31 | 32 |
| Average length of service (in years) | 2.6 | 2.0 | 3.1 |



Disability in Employment

Managing disability is an integral part of NBLT’s overall employment strategy, linked closely to promoting a safe and healthy workplace, provision of occupational health, inclusive risk assessments and early intervention and referral of those who acquire a disability whilst in employment.

We are committed and positive about employing disabled people and base recruitment decisions on capability, attitude, experience and potential. Applicants with a disability who meet the essential criteria for the role are guaranteed an interview in line with the Jobcentre Plus two ticks scheme.

We provide work experience opportunities and mentoring to enable disabled students to acquire skills, knowledge and work attitude required for specific roles within the workplace.

Employees are actively encouraged to disclose their disability so that NBLT can plan and make reactive reasonable adjustments to its provisions for disabled employees in general. Disclosure also means that we

can provide bespoke/tailored support and assist employees to realise their full potential. NBLT’s headcount for contracted employees (excluding relief workers) as at 31st March 2018 was 100, of which 1% of employees disclosed that they have a disability in accordance with the definition provided in the Equality Act 2010.

Employees

Employees are the source of our strength. We continuously endeavour to have the right people with the right skills in the right place who want to make a difference to the lives of individuals & communities by helping them to be more healthy and active. We have many achievements to be proud of which have been made possible by having outstanding employees who through their expertise, creativity & commitment have made NBLT what it is today.

NBLT remains committed to creating a great place to work by providing employees with favourable working conditions and terms of employment. Due attention is given to help employees achieve their career goals and potential through providing on-going

training and professional development opportunities. We continue to recognise and reward the difference employees make by giving continuous feedback, sharing achievements and rewarding those who go the extra mile.

NBLT values diversity and has a wide range of initiatives and policies that employees can access including work/ life balance options, part time working, flexi time etc.

We also acknowledge the benefits of promoting healthy lifestyles and have many health and well-being initiatives in place for our employees such as free health checks, reduced rate use of the facilities and supportive employment policies such as Substance Abuse, Alcohol at Work and our Wellbeing Policy.

Development

NBLT invests in training and development for its employees. We have continued to support and encourage employees across the organisation to undertake role related NVQs.



Public Benefit

Benefits to the General Public

(with due regard to the published guidance on Public Benefit under Charities Act 2011)

NBLT exists in order to promote and maintain health and wellbeing and encourage as many people across the borough, regardless of socio economic class, age or ethnicity to engage and participate in an active lifestyle. Whilst many people are aware of the benefits of leading an active life countless may need support to identify and participate in physical activities. Barriers to participation can take many forms from fear of not fitting in or worrying about ability through to lack of access to facilities, particularly as lifestyles have become more sedentary.

NBLT aims to combat these barriers through a variety of services whether offered within one of our managed and owned centres or through community and outreach programmes delivered in conjunction with or on behalf of our community partners.

Ultimately our aim is to help as many people as possible to become more physically active to live fitter, healthier and hopefully longer and more fulfilled lives.

NBLT’s main interaction with the public is via the four educational, leisure and sports facilities that we manage and operate. They are all open to anyone who wants to use them and offer an amount of concessionary priced use. We also provide a Youth, Community and Schools outreach team (YCST) who deliver a wide range of projects in the local community, encouraging people to be more physically active. This team also works with and within specifically targeted areas of the community. We constantly promote and encourage people to use any of the many activities on offer in order to live fitter, healthier and potentially longer lives.

Public Benefit (continued)



Benefits to Targeted Groups and Individuals

As well as promoting healthy living and sport to the general public, we also target groups of people and individuals for specific initiatives in order to improve participation;

Children

We are very conscious of the fact that the earlier we can get people interested and educated in health and sport, the more likely they are to maintain that lifestyle. To this end we offer a range of initiatives aimed at under 18s.

- We run two excellent facilities which benefit babies, toddlers and children under 12 years old at the Bermuda Park Nursery and Bermuda Adventure.
- We deliver 'before and after' school services at three locations in the Borough catering for five schools. Each site is Ofsted registered and has been awarded a 'Good' rating. 116 places are offered at these centres delivering a safe, secure and fun environment that builds on the learning of the respective schools. Our Lady & St Joseph Academy and Arden Forest are running at or near capacity daily. We also run before school, lunchtime and after school "clubs" at several other local schools, with activity and sport paramount where possible to keep children active.
- Our school holiday activity sessions, "Playscheme" had a total of 15,328 attendances this year and during these sessions we were committed to ensuring that each child was educated, entertained and exercised in a safe, secure and interesting environment by skilled and qualified coaches.
- We also developed a Summer Player Development Scheme, held at St Thomas More Secondary School. 26 individual children attended.

- For the 3rd year running we continued our partnership with "The Challenge," a national programme that supports "older" young people to volunteer within their community. This group planned, researched and delivered a programme of activities at one of our school sites during Playscheme. This successful partnership will be repeated during the summer of 2018.

- We are constantly looking to offer new and exciting activities for our children whilst ensuring a safe environment, making sure that their parents and guardians have a very affordable scheme for childcare. This year, we continued our partnership with Warwickshire Wildlife Trust (WWT) to bring even more diversity to the projects we offer. WWT brought their education team along to engage with children about nature, animal habitats and the environment.

Under 5s

- The Bermuda Park Nursery offers high quality affordable nursery provision and opens from 7.30am to 6pm, 50 weeks of the year, enabling parents to access employment. It currently employs 26 local people and is supporting two members of staff gain their level 3 childcare qualification.
- The Nursery provides freshly prepared meals cooked on site, designed by our chefs and nutritionist. In a bid to help combat the current obesity crisis they are available to speak to parents and offer advice on eating habits and food types if and when required.
- The Nursery works closely with Warwickshire's Integrated Disability Team to ensure a high quality teaching environment for the youngest and most vulnerable children. The site is DDA compliant and is fully accessible both indoors and outside.

Public Benefit (continued)

- The Nursery has recently been awarded WIncKS. This is a quality assurance award from Warwickshire's Integrated Disability Team which recognises the excellent practice within the nursery for children which additional needs and/or English as an additional language.
- The facility provides a vital outreach centre for health visitors to link and meet with families in the Bermuda Park outreach area.
- The Nursery has been funded by Warwickshire County Council to offer 15 hours free funding for all children the term after their third birthday, as well as 15 hours free funding for the most vulnerable two year old children and children from low income families. We have successfully offered the new 30 hour funded sessions for eligible three year olds since September 2017.

Under 18s

- The Youth, Community & Schools Team (YCST) visit schools to encourage a healthier lifestyle including delivering assemblies, school sports, open days as well as regular coaching sessions.
- School coaching has seen over 100,000 attendances by children and young people within 49 different schools, organisations or contracts and we have delivered over 200 coaching sessions per week.
- The delivery of quality sports coaching in primary, junior and secondary schools continues to be a focus for the YCST. Our delivery now includes Curriculum, P.P.A, before school, lunch and after school clubs. This work supports the on-going challenge to increase physical activity, support weight management issues and the benefits of living a healthy and active lifestyle.
- The YCST schools coaching delivery continues to grow with new initiatives at Wembrook Community Centre, Bramcote Barracks, Hill Top & Caldwell and Keresley Community Centre. These sessions give young people a safe and secure venue to access sporting activities as well as projects such as anti-bullying. Funding has been secured into 2018/2019 to support some of these initiatives.

- A further project known as 'Target' has continued to help those young people that are not currently in employment, education and /or training. The scheme allows the young people to gain accredited qualifications in a more practical environment. Where these projects are operating there has been a marked decline in anti-social behaviour and a reduction in the fear of crime expressed by local residents.

- We have been delivering 'Bikeability' and 'Balanceability' within schools to give children the skills they need to ride their bike in a safe and proper way. It also highlights the need for safety equipment like lights and helmets etc. when using the roads. This cycling proficiency project is funded by the Postcode Lottery to give young people without bikes the same opportunity.

- We have expanded our Alternative Provision of Education (APE) service further and this can now be delivered in school if it helps the child's learning. The programme aims to develop confidence and encourages the participants to reach their full potential by gaining qualifications, and assists as a pathway to college, apprenticeships and/or employment. This provides long term benefits to them, their families and the local economy. During the year, 14 young people have accessed the APE project. The aim of the programme is to meet the need of the student at risk of, or who has already been, excluded from school. We aim to provide a welcoming, safe and stable learning environment where students can learn the skills of acceptable behaviour and make good academic progress, in particular those who are experiencing social, emotional and behavioural difficulties. The programme provides a huge range of interventions that explore the needs of the young person that meets the Every Child Matters guidelines and can be delivered on and off site. Through embedded teaching and learning we combine the development of literacy and numeracy with vocational and other skills. The skills acquired provide learners with the confidence, competence and motivation necessary for them to progress, gain qualifications, and succeed in education, work and life. Our main aim is for these students to re-engage with mainstream school.

- Due to the continuing excellent work engaging young people in positive activities for 12 hours per week, the Police and Crime Commissioner awarded us a further year's funding for Multi Use Games Areas (MUGAs). This was the sixth year in which we have secured funding from the WPPC to deliver 12 hours of youth engagement activities in five targeted areas. We have added different sessions to the programme including bullying and cyber bullying. Relationship and sex advice is facilitated and all children have access to healthy eating workshops. We were invited to the local Mayor's Parlour, have been visited by the Police and Crime Commissioner and the High Sheriff of Warwick.
- We were successful in gaining external funding from Love My Community to deliver sessions at the Keresley Village Community Centre. Here we offered children and young people the chance to get involved in physical activity during the evenings. These sessions aimed to help tackle high obesity rates and improve inclusion. Our Community Activity Club is attended by children and young people between the ages of 5 and 18 and we have delivered to 659 contacts, 489 male contacts and 170 female contacts, consisting of 22 individuals.
- We were commissioned by Wembrook Community Centre to provide a Youth, Sports & Community Club focusing on 6 - 11 year olds. On a Wednesday we welcomed 312 contacts and Thursdays 725 attendances constituting 38 individuals. As part of the sessions we delivered workshops on Anti-Social Behaviour, Stop & Search, Speciality Agency Contacts: Alcohol Workshop, Sexting Workshop, Cyber Bullying, Drug Awareness, Trust based workshop, Sugar Addiction Workshop, Feelings and Worries, Body Privacy, Point of Contact and Safe and Unsafe Secrets, Bullying and Radicalisation and Internet Safety.
- Junior membership was introduced at Empire Gym and 25 young people joined together with some Pay as you Go. These young people attend with either a responsible adult or at supervised sessions and it is hoped that they adopt a healthy lifestyle in the future, reducing obesity and a whole range of other sedentary affected health issues.



Young adults

- The YCST have developed a relationship with Henley College and three apprentices have completed their apprentice and gained employment within NBLT. Two are still currently employed with us and the other has moved into other full-time employment. We have a further three apprentices currently undertaking their apprenticeships, two sports coaches and one childcare assistant.
- During the year, we held a course commissioned by Talent Match aimed at unemployed young people. Five young people completed the award and one joined us as a Youth, Community and School Assistant to work within Little Monsters and our Play care teams.

Public Benefit

(continued)

Adults

- Our Ladies only gym, Empire Heaven, goes from strength to strength, Members are re-engaging with working out as we deliver more one to one reviews and develop programmes.
- We continue to provide central co-ordination of all Fitter Futures Warwickshire referrals, receiving over 5,106 referrals during 2017/18, with 2,474 individuals completing one of our 12 week programmes.
- The Physical Activity Consultant, PACs assist in the reduction of inactivity and ill health throughout Warwickshire. This service is targeted at people aged 12 years and over who need additional support in becoming more active. The PACs operate within leisure centres and have a mobile gym, which is equipped with a range of gym equipment including; rowers, dumbbells, barbells, kettlebells, medicine balls, resistance bands, steps, hurdles, boxing gloves, TRX and much more. In addition to the above they also have the latest equipment for conducting in depth health checks. NBLT's PACs have helped 291 people during the year to:-

- Lose weight
- Reduce high blood pressure
- Reduce BMI
- Reduce body fat %
- Reduce waist size
- Increase wellbeing score
- Increase activity levels and duration
- Reduce loneliness and isolation
- Improve diets
- Reduce smoking (if smoked)
- Reduce medication
- Over 5,100 people were referred to other providers to improve their health and wellbeing. These services include Change Markers, Slimming World and a range of Leisure Centres across Warwickshire.



Over 50s

- Our Fitback Osteo-Pilates classes are delivered weekly, with a Forever Fit class running twice weekly. Attendances range from 12 to 14 people per session.
- A large percentage of our gym members are aged over 50 and use the gym regularly. Our fully trained staff support them with personalised exercise programmes that are tailored to improve any weak areas or help achieve specific fitness goals. For example, the Power Plates are used to help improve flexibility.



People with disabilities

- BBC Children In Need continued to award NBLT funding, enabling us to employ a dedicated Disability Inclusion Sports Coordinator, DISCO. This three year, 20 hour funded post supports young people between the ages of 5-18 years who face a range of physical and learning disabilities. The DISCO works to increase the choice of activity and opportunities to engage in play, sport and physical activity by reducing barriers and increased accessibility. Beneficiaries develop and enhance key physical skills such as: strength, stamina, balance, agility and fine motor skills; as well as cognitive skills such as problem solving.
- We work with the children and young people to develop and enhance verbal and non-verbal social skills such as: communication, cooperation, teamwork and empathy; this will be developed through verbal communication, and through physical contact and play. Our family days enhance socialising opportunities for beneficiaries' families, as well as creating a social and emotional network of support.
- We try to empower the young people to counter attitudinal barriers and negative stereotypes, giving them confidence and the belief that they can engage in all types of activity regardless of their impairment. Family days and NBLT's Disability Inclusion Days enable beneficiaries to showcase their new skills and abilities; boosting confidence and self-esteem to tackle inequalities.
- The partnership with Bermuda Adventure Soft Play World to offer disability only sessions continues and due to the extension of the funding these sessions will be delivered until 2019. Each session welcomes between 50 - 60 people and offers the chance for children with disabilities to play alongside their siblings.
- 'Bikeability' aims to teach children with disabilities how to safely ride a bike, bike maintenance and safety. 61 children have taken part each receiving a certificate of completion.
- The DISCO continues to support four hours of sessional work by sports coaches per week, delivering sessions at Bulkington, Disability Football within the special schools at Exhall Grange and the Discovery Academy. Once a month we continue to work with the children at the soft play sessions and in the school holidays we deliver two stay and play sessions per week. We are also looking to create a new project running on a Saturday with Aspergers United.
- We delivered Stay and Play at St Thomas More School with 110 disabled children attending during the year.
- The Disability Day held at Bermuda Adventure Soft Play World offered two time slots of 90 minutes of free play to all disabled children and their siblings. We also had three sports coaches and Core Assets help deliver arts and crafts, cake and biscuit decorating and sports as well as using the soft play equipment. 103 people attended during the day aged 5 – 18 years old. This was our best ever event day and was widely praised by parents and carers.
- Our disability football session attendances have grown over the last few months meaning that we have had to split into two groups again. We are looking to use some of our Children In Need funding to get some more volunteers to do the FA level 1 course so we can split the groups even more if necessary.
- Empire Gym & Empire Heaven are DDA compliant and fully accessible.

Directors/Trustees' Annual Report (continued)

The Directors/Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors/Trustees to prepare financial statements for each financial year. Under that law the Directors/Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Directors/Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for

safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and for ensuring that the assets are properly applied in accordance with Charity Law.

The Directors/Trustees Annual Report, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 4 July 2018 including approving, in their capacity as Directors, the Directors Report contained therein, and is signed and authorised on our behalf by the Chair of the Board of Directors.

Janet Stubbs

J Stubbs
Chair

4 July 2018



Independent Auditors' Report To The Members Of Nuneaton & Bedworth Leisure Trust Limited

We have audited the financial statements of Nuneaton & Bedworth Leisure Trust for the year ended 31 March 2018 (set out on pages 32 to 50), which are comprised of the Consolidated Statement of Financial Activities (including Income and Expenditure Account), the Consolidated and Company Balance Sheet, the Consolidated 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).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2018 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- the parent company has not kept adequate accounting records; or
- the parent company 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; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees Annual Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 29, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial

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

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 auditor's report.



Helen Drew
Senior Statutory Auditor
for and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

5 July 2017
Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Consolidated Statement Of Financial Activities (Including Income And Expenditure Account)

For the year ended 31 March 2018

| | Note | Unrestricted funds | | | Total funds 2018 £ | Total funds 2017 £ |
|---|------|--------------------|------------------|------------------|--------------------|--------------------|
| | | Undesignated funds | Designated funds | Restricted funds | | |
| | | 2018 £ | 2018 £ | 2018 £ | | |
| Income | | | | | | |
| Income from charitable activities | 2 | 2,046,575 | - | 149,641 | 2,196,216 | 2,288,162 |
| Income from other trading activities | 3 | 320,026 | - | - | 320,026 | 322,181 |
| Investment Income | 4 | 9,902 | - | - | 9,902 | 13,135 |
| Other exceptional income | 20 | - | - | - | - | 2,400,000 |
| Total income | | 2,376,503 | - | 149,641 | 2,526,144 | 5,023,478 |
| Expenditure | | | | | | |
| Expenditure on charitable activities | 6 | 2,147,113 | 243,892 | 136,083 | 2,527,088 | 2,688,301 |
| Expenditure on raising funds | 3 | 162,377 | - | - | 162,377 | 174,512 |
| Total expenditure | | 2,309,490 | 243,892 | 136,083 | 2,689,465 | 2,862,813 |
| Net income / (Expenditure) | | 67,013 | (243,892) | 13,558 | (163,321) | 2,160,665 |
| Transfers between funds | | (67,000) | 67,000 | - | - | - |
| Net income/(expenditure) before other recognised gains/(losses) | 13 | (176,892) | 13,558 | (163,321) | (163,321) | 2,160,665 |
| Other recognised gains:- | | - | - | - | - | - |
| Net movement in funds | | 13 | (176,892) | 13,558 | (163,321) | 2,160,665 |
| Funds brought forward | | 505,090 | 2,011,517 | - | 2,516,607 | 355,942 |
| Funds carried forward | 17 | 505,103 | 1,834,625 | 13,558 | 2,353,286 | 2,516,607 |

The statement of Financial Activities includes all gains and losses recognised in the year.

Consolidated Balance Sheet

As at 31 March 2018

| | Notes | Group | | Charity | |
|--|-----------|------------------|------------------|------------------|------------------|
| | | 2018 £ | 2017 £ | 2018 £ | 2017 £ |
| Fixed Assets | | | | | |
| Tangible fixed assets | 10 | 1,596,861 | 1,769,239 | 1,596,861 | 1,769,239 |
| Investments | 11 | - | - | 100 | 100 |
| | | 1,596,861 | 1,769,239 | 1,596,961 | 1,769,339 |
| Current Assets | | | | | |
| Stocks | 12 | 10,671 | 11,623 | - | - |
| Debtors | 13 | 178,573 | 163,547 | 178,573 | 311,217 |
| Cash at bank and in hand | | 882,057 | 1,049,446 | 726,779 | 908,299 |
| | | 1,071,301 | 1,224,616 | 905,352 | 1,219,516 |
| Creditors: amounts falling due within one year | 14 | (314,876) | (477,248) | (311,676) | (477,248) |
| Net Current Assets / (Liabilities) | | 756,425 | 747,368 | 593,676 | 742,268 |
| Total assets less current liabilities | | 2,353,286 | 2,516,607 | 2,190,637 | 2,511,607 |
| Net assets | | 2,353,286 | 2,516,607 | 2,190,637 | 2,511,607 |
| Reserves | | | | | |
| Restricted funds | 16 | 13,558 | | 13,558 | |
| Unrestricted funds: | | | | | |
| - designated funds | 16 | 1,834,625 | 2,011,517 | 1,676,976 | 2,011,517 |
| - other charitable funds | | 505,103 | 505,090 | 500,103 | 500,090 |
| | 17 | 2,353,286 | 2,516,607 | 2,190,637 | 2,511,607 |

The loss for the financial year dealt with in the financial statements of the parent charity was £163,321 (2017: £2,160,665 profit).

The financial statements on pages 32 to 51 were approved by the board of directors/trustees and authorised for issue on 4 July 2018 and are signed on its behalf by:

Janet Stokes

Consolidated Cash Flow Statement

For the year ended 31 March 2018

| | Note | 2018 £ | 2017 £ |
|---|------|-----------|-----------|
| Cash used in operating activities | 21 | (103,839) | (310,469) |
| Cash flows from investing activities | | | |
| Interest income | | 9,902 | 13,135 |
| Purchase of property, plant and equipment | 10 | (73,452) | (136,474) |
| Cash used in investing activities | | (63,550) | (123,339) |
| | | | |
| Decrease in cash in the year | | (167,389) | (433,808) |
| Cash at the beginning of the year | | 1,049,446 | 1,483,254 |
| Cash at the end of the year | | 882,057 | 1,049,446 |

Accounting Policies

For the year ended 31 March 2018

Basis of Accounting

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities issues in 2015 (SORP 2015), Financial Reporting Standard 102 (FRS102) and the Companies Act 2006.

Nuneaton & Bedworth Leisure Trust meets the definition of a public entity under FRS102.

Assets and liabilities are initially recognised at the transaction value unless otherwise stated.

In accordance with SORP 2015, incoming resources and resources expended have been analysed in notes 2 and 6 into the charitable company's two activities, which in the opinion of the Directors/Trustees are sports and leisure and community initiatives.

The consolidated statement of financial activities and the group balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. Intra-group transactions are eliminated on consolidation.

An exemption from disclosure of the Statement of Financial Activities of the parent company has been taken under Section 408 of the Companies Act 2006.

Key Judgements & Assumptions

There are no key judgements and assumptions that management consider to have a significant impact on the financial statements.

Incoming Resources

Grants receivable

Revenue and capital grants receivable are recognised in the Statement of Financial Activities when conditions attaching to the grant are satisfied. Grants receivable for capital expenditure are maintained in a restricted fund to which depreciation of the relevant asset is charged.

Government Grants

No government grants were received during the year.

Operation of facilities

Income from the operation of the facilities is included in incoming resources in the period in which the charitable company becomes entitled to receipt.

Hire of hall

Income from the hire of the hall is included in incoming resources in the period in which the charitable company becomes entitled to receipt.

Interest receivable

Interest is included when receivable by the charitable company.

Resources Expended

Resources expended are recognised in the period in which they relate to. Resources expended include attributable VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Where costs are attributable to more than one activity, the costs are apportioned across those activities on the basis of an estimate of their usage. Charitable activities include expenditure associated with the operation of sports and leisure facilities and running community initiatives and include both the direct costs and support costs relating to these activities. Governance costs include those costs incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

Operating leases

Rentals paid under operating leases are charged to the SOFA on a straight line basis over the life of the lease.

Accounting Policies (continued)

For the year ended 31 March 2018

Tangible Fixed Assets

Individual fixed assets costing £2,000 or more are capitalised at cost.

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:-

- Fixtures, fittings and equipment: over 4 years
- Building alterations and accommodation: over 10 years (or the life of the lease if lower)
- Freehold land & buildings: over 25 years for buildings and no depreciation on land

Stocks

Stocks are valued at the lower of cost and net realisable value. Cost is computed on a first in first out basis. Net realisable value is based on estimated selling price less further costs expected to be incurred to completion and disposal. Provision is made for obsolete and slow moving items.

Debtors Recognition and Measurement

Short term debtors are measured at the transaction value, less any impairment.

Financial Instruments

The charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable. However, if the arrangements of a short-term instrument constitute a financial transaction, like the

payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an outright short-term loan not at market rate, the financial asset or liability is measured, initially and subsequently, at the present value of the future payment discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Activities when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Creditors Recognition and Measurements

Short term creditors are measured at the transaction value.

Retirement Benefits

A defined contribution scheme with Scottish Widows has been available to some employees as from 1st May 2015, with an initial employer contribution rate of 10%. This contribution rate can be varied depending upon affordability. These contributions will be accounted for in the SOFA as they become payable.

The assets of the new scheme are held separately from those of NBLT in independently administered funds.

Fund Structure

Nuneaton & Bedworth Leisure Trust Limited has various types of funds for which it is responsible. These are as follows:

Undesignated Funds

Funds which are expendable at the discretion of the Board in furtherance of NBLT's objects.

Designated Funds

NBLT may at its discretion set aside unrestricted funds for specific purposes. If no longer required, designated funds are reclassified as undesignated unrestricted funds.

Restricted Funds

These are earmarked by the grant giver for specific purposes within the overall aims of the organisation. The grants must be utilised in accordance with the specific purposes. Where funds have been provided for the purpose of capital expenditure, depreciation charged on those assets is charged against the restricted fund to which it relates.

Governance

For details of the constitution and registered office, please refer to page 2 of the Directors/Trustees' Annual Report.

Notes To The Financial Statements

For the year ended 31 March 2018

1. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDING 31 MARCH 2017

The previous year's consolidated statement is set out below:

| | Unrestricted funds | | | Total | Total |
|---|--------------------|------------------|------------------|------------------|------------------|
| | Undesignated funds | Designated funds | Restricted funds | funds | funds |
| | 2017 | 2017 | 2017 | 2017 | 2016 |
| | £ | £ | £ | £ | £ |
| Income | | | | | |
| Income from charitable activities | 2,149,868 | - | 138,294 | 2,288,162 | 2,241,652 |
| Income from other trading activities | 322,181 | - | - | 322,181 | 316,700 |
| Investment Income | 13,135 | - | - | 13,135 | 33,033 |
| Other exceptional income | 2,400,000 | - | - | 2,400,000 | - |
| Total income | 4,885,184 | - | 138,294 | 5,023,478 | 2,591,385 |
| Expenditure | | | | | |
| Expenditure on charitable activities | 2,251,228 | 298,779 | 138,294 | 2,688,301 | 2,732,613 |
| Expenditure on raising funds | 174,512 | - | - | 174,512 | 187,587 |
| Total expenditure | 2,425,740 | 298,779 | 138,294 | 2,862,813 | 2,920,200 |
| Net Income (expenditure) | 2,459,444 | (298,779) | - | 2,160,665 | (328,815) |
| Transfers between funds | 290,466 | (290,466) | - | - | - |
| Net income (expenditure) before other recognised gains/(losses) | 2,749,910 | (589,245) | - | 2,160,665 | (328,815) |
| Other recognised gains:- | - | - | - | - | - |
| Net movement in funds | 2,749,910 | (589,245) | - | 2,160,665 | (328,815) |
| Funds brought forward | (2,244,820) | 2,600,762 | - | 355,942 | 684,757 |
| Funds carried forward | 505,090 | 2,011,517 | - | 2,516,607 | 355,942 |

Notes To The Financial Statements (continued)

For the year ended 31 March 2018

2. INCOME FROM CHARITABLE ACTIVITIES

| | Restricted funds 2018 £ | Unrestricted funds 2018 £ | Total funds 2018 £ | Total funds 2017 £ |
|---|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| Sports and leisure income | | | | |
| - management fee | - | 75,996 | 75,996 | 74,277 |
| - fees from sporting activities | - | 995,250 | 995,250 | 1,195,186 |
| - hire of facilities and equipment | - | 5,342 | 5,342 | 21,398 |
| Fees from other activities | - | 5,310 | 5,310 | 14,373 |
| | - | 1,081,898 | 1,081,898 | 1,305,234 |
| Income from Community initiatives | | | | |
| - grant/contract income for community fixed assets | 17,006 | - | 17,006 | - |
| - grant/contract income for community officers | 118,332 | - | 118,332 | 122,215 |
| - grant/contract income for community initiatives | 14,303 | - | 14,303 | 16,079 |
| - coaching and physical activity consultancy in the community | - | 251,621 | 251,621 | 226,568 |
| - educational services | - | 713,056 | 713,056 | 618,066 |
| | 149,641 | 964,677 | 1,114,318 | 982,928 |
| | 149,641 | 2,046,575 | 2,196,216 | 2,288,162 |

3. INCOME FROM OTHER TRADING ACTIVITIES

The charitable company runs catering and ancillary trading activities in order to generate funds for, and in support of, its charitable activities. From 1 January 2006, these activities were undertaken by a trading subsidiary, Leisure Avenues Limited (Company registration no. 05495496), whose results are shown in Note 11.

A summary profit and loss account incorporating the trading subsidiary is shown below:

| | 2018 £ | 2017 £ |
|---|----------------|----------------|
| Turnover | 320,026 | 322,181 |
| Staff costs | (55,459) | (46,192) |
| Cost of sales and administrative expenses | (106,918) | (128,320) |
| Net profit | 157,649 | 147,669 |

4. INVESTMENT INCOME

| | 2018 £ | 2017 £ |
|---------------|-----------|-----------|
| Bank interest | 9,902 | 13,135 |
| | 9,902 | 13,135 |

Notes To The Financial Statements (continued)

For the year ended 31 March 2018

5. ANALYSIS OF TOTAL EXPENDITURE

| | Staff costs £ | Supplies & services £ | Other £ | Depreciation £ | 2018 Total £ | 2017 Total £ |
|------------------------|------------------|--------------------------|----------------|-------------------|--------------------|--------------------|
| Raising Funds | 55,459 | 104,604 | 2,314 | - | 162,377 | 174,512 |
| Charitable Activities | | | | | | |
| -Sports and Leisure | 868,135 | 167,314 | 221,261 | 230,355 | 1,487,065 | 1,679,243 |
| -Community Initiatives | 808,791 | 127,687 | 80,054 | 15,475 | 1,032,007 | 1,001,824 |
| Governance Costs | - | 8,016 | - | - | 8,016 | 7,234 |
| | 1,732,385 | 407,621 | 303,629 | 245,830 | 2,689,465 | 2,862,813 |

6. ANALYSIS OF CHARITABLE EXPENDITURE

| | Sports & leisure £ | Community initiatives £ | Total 2018 £ | Total 2017 £ |
|--------------------------------------|-----------------------|----------------------------|--------------------|--------------------|
| Staff costs and other employee costs | 868,135 | 808,791 | 1,676,926 | 1,599,288 |
| Central premises costs | 221,261 | 80,054 | 301,315 | 338,628 |
| Supplies and services | 175,330 | 127,687 | 303,017 | 511,178 |
| Depreciation | 230,355 | 15,475 | 245,830 | 239,207 |
| | 1,495,081 | 1,032,007 | 2,527,088 | 2,688,301 |

7. GOVERNANCE COSTS

| | 2018 £ | 2017 £ |
|------------------------------|--------------|--------------|
| Audit fees | 6,120 | 5,230 |
| Trustees indemnity insurance | 1,896 | 2,004 |
| | 8,016 | 7,234 |

8. STAFF COSTS

| | 2018 £ | 2017 £ |
|-----------------------|------------------|------------------|
| Salaries and wages | 1,576,023 | 1,553,073 |
| Social security costs | 91,198 | 23,199 |
| Severance costs | - | - |
| Pension costs | 65,164 | 69,208 |
| | 1,732,385 | 1,645,480 |

The social security costs figure for 2017 includes a refund from HMRC re overpaid contributions of £62,203.

| | 2018 Number | 2017 Number |
|--|----------------|----------------|
| The average monthly number of persons (including casual and part time staff) during the year | 146 | 147 |
| The average number of full-time equivalent employees during the year | 66 | 63 |
| The number of employees whose emoluments fall within the band £60,000 - £70,000 | 1 | 1 |

The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2017: Nil) neither were they reimbursed expenses during the year (2017: Nil). No charity trustee received payment for professional or other services supplied to the charity (2017: Nil).

The key management personnel of the group, including the charity and the trading subsidiary, comprise the Trustees, the General Manager, Empire Manager, Bermuda Park Nursery Manager, Bermuda Adventure Manager, YC&S Manager, Operations Manager, Marketing & Promotions Manager and the HR & Payroll Manager. The total employee benefits of the key management personnel of the Trust were £297,248 (2017: £305,820), including National Insurance and pension contributions.

Notes To The Financial Statements (continued)

For the year ended 31 March 2018

9. NET EXPENDITURE FOR THE YEAR

| | 2018 £ | 2017 £ |
|---|-----------|-----------|
| This is stated after charging:- | | |
| Auditors remuneration - external audit services | 6,120 | 5,230 |
| Profit on disposal of tangible fixed assets | - | - |
| Depreciation of tangible fixed assets | | |
| - owned assets | 245,830 | 239,207 |
| Operating leases | | |
| - lease of land and buildings | 152,735 | 171,735 |
| - hire of plant and equipment | 2,160 | 1,755 |

10. TANGIBLE FIXED ASSETS

| | Freehold land and buildings £ | Building alterations £ | Fixtures fittings and equipment £ | Total £ |
|-----------------------------------|--|------------------------------|--|------------------|
| Group and Charity Cost | | | | |
| As at 1 April 2017 | 350,000 | 1,848,144 | 495,326 | 2,693,470 |
| Additions | - | - | 73,452 | 73,452 |
| As at 31 March 2018 | 350,000 | 1,848,144 | 568,778 | 2,766,922 |
| Depreciation | | | | |
| As at 1 April 2017 | 42,083 | 494,271 | 387,877 | 924,231 |
| Charge for the year | 10,000 | 184,465 | 51,365 | 245,830 |
| As at 31 March 2018 | 52,083 | 678,736 | 439,242 | 1,170,061 |
| Net book value | | | | |
| As at 31 March 2018 | 297,917 | 1,169,408 | 129,536 | 1,596,861 |
| As at 31 March 2017 | 307,917 | 1,353,873 | 107,449 | 1,769,239 |

No depreciation has been charged on the land element of Land & Buildings.

11. TRADING SUBSIDIARY

The trading subsidiary, Leisure Avenues Limited, which was incorporated on 30 June 2005, is wholly owned by the charity and operates the vending machines, catering facilities and secondary sales at our facilities. All of the profits of the subsidiary are gifted to the charity.

The aggregate investment in the subsidiary is as follows:

| | Group | | Charity | |
|---|-----------|-----------|-----------|-----------|
| | 2018 £ | 2017 £ | 2018 £ | 2017 £ |
| Invested in Leisure Avenues Limited (100 ordinary shares of £1 each). | - | - | 100 | 100 |

The results of the trading subsidiary are as follows:

| | 2018 £ | 2017 £ |
|--|-----------|-----------|
| Turnover | 320,026 | 322,181 |
| Expenditure | (162,377) | (174,512) |
| Dividend payment to parent undertaking | - | (147,669) |
| Profit for the year before tax | 157,649 | - |
| Net assets | 162,749 | 5,100 |

12. STOCKS

| | Group | | Charity | |
|------------------|-----------|-----------|-----------|-----------|
| | 2018 £ | 2017 £ | 2018 £ | 2017 £ |
| Goods for resale | 10,671 | 11,623 | - | - |
| | 10,671 | 11,623 | - | - |

Notes To The Financial Statements (continued)

For the year ended 31 March 2018

13. DEBTORS

| | Group | | Charity | |
|--|----------------|----------------|----------------|----------------|
| | 2018 | 2017 | 2018 | 2017 |
| | £ | £ | £ | £ |
| Trade debtors | 62,559 | 56,460 | 62,559 | 56,460 |
| Other taxation and social security | - | - | - | - |
| Amounts owed by subsidiary undertaking | - | - | - | 147,669 |
| Other debtors | 47,500 | 48,062 | 47,500 | 48,063 |
| Prepayments | 50,167 | 49,725 | 50,167 | 49,725 |
| Accrued income | 18,347 | 9,300 | 18,347 | 9,300 |
| | 178,573 | 163,547 | 178,573 | 311,217 |

The bad debt provision was reduced by £2,000 during the year to reflect current outstanding debtor risk. Included in other debtors is a rent deposit of £47,500 which is due after more than one year.

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | Group | | Charity | |
|---|----------------|----------------|----------------|----------------|
| | 2018 | 2017 | 2018 | 2017 |
| | £ | £ | £ | £ |
| Trade creditors | 116,374 | 105,553 | 116,374 | 105,553 |
| Other taxation and social security | 30,343 | 28,159 | 30,343 | 28,159 |
| Local Government pension scheme (note 20) | - | 175,000 | - | 175,000 |
| Accruals | 132,287 | 129,748 | 129,087 | 129,748 |
| Deferred income (note 15) | 35,872 | 38,788 | 35,872 | 38,788 |
| | 314,876 | 477,248 | 311,676 | 477,248 |

15. DEFERRED INCOME

Deferred income comprises mainly advance receipts for activities, grants/contractual income received in advance of entitlement for community initiatives and nursery fees received in advance. Income deferred in the current year comprises grants/contractual income received in advance of entitlement of £21,949, gym and coaching income received in advance of £3,459 and nursery fees received in advance of £10,464.

| | Group | Charity |
|---------------------------------------|---------------|---------------|
| | 2018 | 2018 |
| | £ | £ |
| Balance as at 1 April 2017 | 38,788 | 38,788 |
| Amount released to incoming resources | (38,788) | (38,788) |
| Amount deferred in the year | 35,872 | 35,872 |
| Balance as at 31 March 2018 | 35,872 | 35,872 |

Notes To The Financial Statements (continued)

For the year ended 31 March 2018

16. ANALYSIS OF CHARITABLE FUNDS

| Restricted Funds | 1 April 2017 £ | Incoming resources £ | Resources expended £ | 31 March 2018 £ |
|-----------------------|----------------------|----------------------------|----------------------------|-----------------------|
| Fixed assets | - | 15,496 | (1,938) | 13,558 |
| Community officers | - | 118,332 | (118,332) | - |
| Community initiatives | - | 15,813 | (15,813) | - |
| | - | 149,641 | (136,083) | 13,558 |

| Restricted Funds | 1 April 2016 £ | Incoming resources £ | Resources expended £ | 31 March 2017 £ |
|-----------------------|----------------------|----------------------------|----------------------------|-----------------------|
| Fixed assets | - | - | - | - |
| Community officers | - | 122,215 | (122,215) | - |
| Community initiatives | - | 16,079 | (16,079) | - |
| | - | 138,294 | (138,294) | - |

| Designated Funds | 1 April 2017 £ | New Designations £ | Utilised £ | Transfers £ | 31 March 2018 £ |
|----------------------------|----------------------|--------------------------|---------------|----------------|-----------------------|
| Fixed assets | 1,769,239 | - | (243,892) | 57,957 | 1,583,304 |
| Capital and infrastructure | 242,278 | 67,000 | - | (57,957) | 251,321 |
| Revenue | - | - | - | - | - |
| | 2,011,517 | 67,000 | (243,892) | - | 1,834,625 |

| Designated Funds | 1 April 2016 £ | New Designations £ | Utilised £ | Transfers £ | 31 March 2017 £ |
|----------------------------|----------------------|--------------------------|---------------|----------------|-----------------------|
| Fixed assets | 1,871,972 | - | (239,207) | 136,474 | 1,769,239 |
| Capital and infrastructure | 669,218 | - | - | (426,940) | 242,278 |
| Revenue | 59,572 | - | (59,572) | - | - |
| | 2,600,762 | - | (298,779) | (290,466) | 2,011,517 |

| Name of fund | Description, nature and purposes of the fund |
|----------------------------|---|
| Fixed assets | This fund represents the value of fixed assets held by NBLT which have not been financed by restricted funds. |
| Capital and infrastructure | To fund planned acquisition, development and improvements to buildings and facilities together with the replacement of equipment, including Gym and IT requirements, as it becomes due for replacement. |
| Revenue | To fund planned maintenance of facilities, severance costs following restructure and potential liabilities. |
| Transfer between funds | This is the contribution towards designated funds during the year and the use of existing designated funds. |

Notes To The Financial Statements (continued)

For the year ended 31 March 2018

17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

| | Undesignated funds | | Designated funds | | Restricted funds | | Total funds | |
|---------------------|--------------------|-----------|------------------|-----------|------------------|------|-------------|-----------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| | £ | £ | £ | £ | £ | £ | £ | £ |
| Fixed assets | - | - | 1,583,303 | 1,769,239 | 13,558 | - | 1,596,861 | 1,769,239 |
| Current assets | 819,979 | 982,338 | 251,322 | 242,278 | - | - | 1,071,301 | 1,224,616 |
| Current liabilities | (314,876) | (477,248) | - | - | - | - | (314,876) | (477,248) |
| | 505,103 | 505,090 | 1,834,625 | 2,011,517 | 13,558 | - | 2,353,286 | 2,516,607 |

18. LEGAL STATUS OF NBLT

NBLT is a company limited by guarantee and has no share capital.
The liability of each member in the event of winding up is limited to £1.

19. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2018 the charitable company had total commitments under non-cancellable operating leases as follows:

| | 2018 | 2017 |
|--------------------------------|------------------|------------------|
| | £ | £ |
| Land and buildings: | | |
| - due in under 1 year. | 130,500 | 130,400 |
| - due between 1 and 5 years. | 503,438 | 515,538 |
| - due after more than 5 years. | 713,425 | 830,725 |
| Plant and machinery: | | |
| - due in under 1 year. | 2,160 | 2,160 |
| - due between 1 and 5 years. | 6,480 | 8,640 |
| | 1,356,003 | 1,487,463 |

20. EXCEPTIONAL INCOME

During the previous year exceptional income was recognised due to the reversal of a previous provision in relation to the Warwickshire Local Government Pension Scheme. Any liabilities have since been settled.

21. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | Group | |
|--|------------------|------------------|
| | 2018 | 2017 |
| | £ | £ |
| Net movement in funds | (163,321) | (239,335) |
| Add back depreciation charge | 245,830 | 239,207 |
| Deduct interest income shown in investing activities | (9,902) | (13,135) |
| Decrease in stock | 952 | 701 |
| Decrease (increase) in debtors | (15,026) | 8,118 |
| Decrease in creditors | (162,372) | (2,706,025) |
| Movement in pension deficit before actuarial gain | - | 2,400,000 |
| Net cash used in operating activities | (103,839) | (310,469) |

22. RELATED PARTY TRANSACTIONS

| | 2018 | 2017 |
|---|------|---------|
| | £ | £ |
| The charitable company completed the following transactions with its subsidiary, Leisure Avenues Ltd. | | |
| Dividend Receipt from Leisure Avenues | - | 147,669 |
| Balance owing from Leisure Avenues at 31st March | - | 147,669 |

Notes To The Financial Statements (continued)
For the year ended 31 March 2018

23. FINANCIAL INSTRUMENTS

| | 2018 £ | 2017 £ |
|---|-----------|-----------|
| Financial assets | | |
| Financial assets that are debt instruments measured at amortised cost | 1,010,463 | 1,163,268 |
| Financial liabilities | | |
| Financial liabilities measured at amortised cost | 279,007 | 410,301 |

Financial assets measured at amortised cost comprise debtors and cash but excludes prepayments and stock.

Financial liabilities measured at amortised cost comprise all liabilities excluding deferred income and other taxation and social security.





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