



# GREENHOUSE SPORTS LIMITED

## ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

Charity Registration No. 1098744

Company Registration No. 4600790 (England and Wales)



# GREENHOUSE SPORTS LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Sarah Chambers Michael de Giorgio Luke Ellis Lynn Gadd Andrew Lowenthal Nicholas Prempeh James Reynolds Jill Sherman Michael Sherwood Alexandra Willis
<b>CEO</b>	John Herriman (until 31 August 2019)
<b>Secretary</b>	Georgia Cocks
<b>Charity number</b>	1098744
<b>Company number</b>	4600790
<b>Registered office</b>	35 Cosway Street London NW1 5NS
<b>Auditor</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG
<b>Bankers</b>	Santander Corporate Banking 2nd Floor Santander House 100 Ludgate Hill London EC4M 7RE
<b>Solicitors</b>	Veale Wasbrough Vizards 86 Fetter Lane London EC4A 1AD

# GREENHOUSE SPORTS LIMITED

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# GREENHOUSE SPORTS LIMITED

## CHAIR'S MESSAGE

For the year ended 31 March 2019

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Looking back on the 12 months since I took on the Chairmanship, I am exceptionally proud of all of our staff, coaches and young people for so many fantastic achievements.

I have been involved with our founder Michael de Giorgio and Jeff Berman (Chairman, 2007 – 2018) since the very early days of Greenhouse Sports. I have watched it evolve from a small charity working with only a handful of young people, into the organisation it is today; working with more than 6,400 young people in the last year to develop skills and create experiences they will keep for life.

This past year, the charity embarked upon an exciting new phase with the opening of the Greenhouse Centre. A hugely ambitious project which has taken over 5 years to come to fruition, it has been greatly rewarding to see the impact it is already having in the Church Street Ward and further afield. We had 1,742 unique participants in the first year and have provided 1,745 hours of coaching; working with 35 partners to provide a range of sessions to primary schools, Special Educational Needs (SEN) young people and vulnerable women as well as providing a top-class table tennis centre with excellent coaching. This has complemented our work supporting 4,892 young Londoners through our school programmes, which spanned 16 London Boroughs. (see page 8 – Achievements and Performance for details).

Highlights have included over 70 young people taking part in the Prudential 46-mile ride, including 8 SEN young people who went on to coach primary school kids in their area, the under-16 girls basketball team at Clapton Academy being crowned national champions, and the numerous opportunities our young people have had to expand their horizons through competitions and engaging with our corporate partners. There has been significant work to develop and further improve our model, building on the learnings from the research published by Loughborough University in 2017 which demonstrated the impact we have on improving educational attendance and attainment.

At a time when a rise in youth violence is dominating headlines and youth services are being cut, it is sadly little exaggeration to speak of the importance of our programmes as a positive influence on some very challenged lives. In the light of those challenges faced by the areas we work in, it is positive to note the strength of Greenhouse Sports' operations and that we have never had a better set of opportunities before us. We have an incredibly dedicated Trustee team that has been strengthened through the appointments of Alexandra Willis, Jill Sherman and James Reynolds, while it was a great loss to accept the resignations of Penny Linnett and Jeff Berman after over 10 years of service. I look forward to their continued involvement with the charity in other ways.

After three years of dedication to the cause our excellent CEO John Herriman took up a new opportunity in August 2019. The journey that Greenhouse Sports has travelled under his leadership is significant; we took on the Greenhouse Centre and have hugely improved our systems, processes and sustainability. We wish him all the best for his future endeavours.

Whilst these accounts show a surplus of £4.1m, it should be noted that one-off income of £4.7m from our Centre Launch campaign masks an operational deficit of £0.2m. There has been significant progress in our fundraising in the last 12 months, but we continue to look for new partners and to increase our sustainability further.

Thank you to our supporters for enabling us to continue our mission of changing lives through sport and I look forward to your continued involvement in the years to come.

**Michael Sherwood,**  
Chair of Trustee Board

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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The Trustees are pleased to present their report, which includes the Strategic Report and the Financial Statements of the charity, for the year ended 31 March 2019.

The Financial Statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### Governing document

Greenhouse Sports is a company limited by guarantee in England & Wales (registration number 4600790) by its Memorandum and Articles of Association dated 26 November 2002 as amended thereafter by special resolutions. It is registered as a charity in England with the Charity Commission (registration number 1098744).

### Directors and Trustees

The Directors of Greenhouse Sports are its Trustees for the purposes of charity law and throughout this report are collectively referred to as “the Trustees”.

The Trustees serving during the year were as follows:

Jeff Berman (resigned 12 December 2018)  
Sarah Chambers (appointed 12 December 2018)  
Michael de Giorgio  
Luke Ellis  
Lynn Gadd  
Penelope Linnett (resigned 12 December 2018)  
Andrew Lowenthal  
Nicholas Prempeh  
James Reynolds (appointed 12 December 2018)  
Jill Sherman (appointed 14 June 2018)  
Michael Sherwood (Chairman)  
Alexandra Willis (appointed 12 December 2018)

Company Secretary: Georgia Cocks

Trustees and Officers Liability insurance is held by Greenhouse Sports Limited.

### Trustee appointments and resignations

Jeff Berman and Penelope Linnett resigned as Trustees on 12 December 2018. Jill Sherman was appointed as a Trustee on 14 June 2018. Sarah Chambers, James Reynolds and Alexandra Willis were appointed as Trustees on 12 December 2018. Michael Sherwood was appointed as the Chair of the Board of Trustees following Jeff Berman’s resignation on 12 December 2018.

None of the Trustees has any beneficial interest in the company.

Each Trustee is a member of the company and guarantees to contribute £10 in the event of a winding up.

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### Structure, governance and management

#### Organisation

The Board of Trustees administers the charity and the board meets regularly throughout the year. All strategic development decisions are taken by the Trustees (who are also Directors of Greenhouse Sports Limited).

Four main committees also meet regularly throughout the year. The Operations Committee, the Finance, Audit & Risk Committee, the Fundraising Committee and the Marketing & Communications Committee. Each comprises Trustees and relevant members of the Senior Leadership Team. The Chair of each committee reports back to full Trustee meetings. The Operations Committee has a Safeguarding & Child Protection sub-committee and a Health & Safety sub-committee both chaired by Lead Trustees. The Finance, Audit & Risk Committee has an Investment sub-committee and a newly established Nominations and Remuneration sub-committee (first meeting in June 2019).

During the financial year, day to day decisions were delegated to senior employees, led by the Chief Executive Officer, John Herriman. In August 2019, John resigned from the charity and the Senior Leadership Team, supported by the Trustees, have taken on his responsibilities until the next Chief Executive Officer is appointed. The recruitment process is currently underway. We would like to thank John for his exceptional leadership over the last three years and for taking the charity through a significant transitional phase, including the opening of the Centre.

#### Key Management Personnel

The Trustees consider that they, together with the Senior Leadership Team (consisting of the Chief Executive Officer, Chief Finance Officer, Director of Development & Communications, Director of Programmes, Director of Programme Support, Head of Sports and Coaching, and Change Lead) comprise the Key Management Personnel. The pay and remuneration of the Chief Executive Officer and other senior staff is set by the Trustees, and going forward, this will be done through the Nominations and Remuneration sub-committee and kept under review. A number of criteria is used in setting pay:

- Nature of the role and responsibilities
- Competitor salaries in the region
- The sector average salary for comparable positions
- Trends in pay

All Trustees give of their time freely and no remuneration or expenses were paid in the year.

#### Appointment of Trustees

No person may be appointed as a Trustee unless they have been recommended by the Trustees and the appropriate notice has been given in accordance with the company's Memorandum & Articles of Association. There must be at least two Trustees and no more than twelve.

When considering the appointment of new Trustees, the board has regard to the requirement for any specialist skills or characteristics needed, the need for diversity on the Board, together with general enthusiasm for the work of Greenhouse.

Subject to certain exceptions, the term of office of a Trustee is three years. A Trustee may not serve more than three terms. At the end of the three terms that person must step down and may not be re-appointed. The exceptions are:

- A Trustee may serve on the Board for a maximum of twelve years if appointed as Chair of the organisation.

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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- A Trustee appointed in an Ex Officio capacity may serve on the Board for the duration of their holding the relevant office.
- In exceptional circumstances (for example to assist succession planning), a Chair or Trustee may hold office for a further year.

When a Trustee has completed their maximum term, at least four continuous years must elapse before they can be eligible to stand as a Trustee for that organisation again. Any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

### Training of Trustees

The Operations Committee contains a Lead Trustee for Safeguarding and Child Protection, and one for Health & Safety who both receive training in their respective areas; other Trustees receive key updates.

Prior to their appointment, Trustees undergo an induction programme which includes a period of familiarisation with the charity's activities by visiting programmes, meeting staff and reading key information.

### Objectives and Activities

The objects of the charity, as set out in the Memorandum of Association, are to improve the conditions of life of people, with an emphasis on children and young people, in the United Kingdom who are deprived or disadvantaged or who do not ordinarily have access to sports and arts facilities, by the provision of sports and arts programmes.

As such, Greenhouse Sports uses sports coaching and mentoring to empower young people in our community who are facing disadvantage and help them reach their full potential.

Greenhouse Sports aims to develop the social, thinking, emotional and physical (STEP) skills of young people in London's inner-city communities through outstanding, intensive sports programmes delivered by inspirational coaches.



**“My coach is a really good coach. He’s very enthusiastic and makes me want to come back to do more sessions each week. One of the best things about basketball is that it helps me to raise my voice and answer questions in class”**

**Greenhouse Sports participant,  
Bacon’s College**

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit 'Charities and Public Benefit'.

Greenhouse Sports' charitable purpose is enshrined in its objects to "improve the conditions of life of people, with an emphasis on children and young people, in the United Kingdom who are deprived or disadvantaged or who do not ordinarily have access to sports and arts facilities, by the provision of sports and arts programmes".

The Trustees ensure that this purpose is carried out for the public benefit by reviewing our programmes to ensure they are meeting our aims, as outlined in the section on Achievements and Performance. They also review annual evaluation reporting to assess the impact of Greenhouse Sports programmes on our participants' engagement with their education, their involvement in the community and their overall health and well-being.

Participation in Greenhouse Sports programmes is open to all pupils of our participating schools and membership of our clubs and the Greenhouse Centre is open to those who both fall into the relevant age categories and who show a commitment to engaging in the relevant activity.

The Trustees have concluded that the aims of the organisation continue to be charitable, that the aims and the work done give identifiable benefits to our participants, that the benefits are in the public interest, are not unreasonably restricted in any way and that there is no detriment or harm arising from the aims and activities.





# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

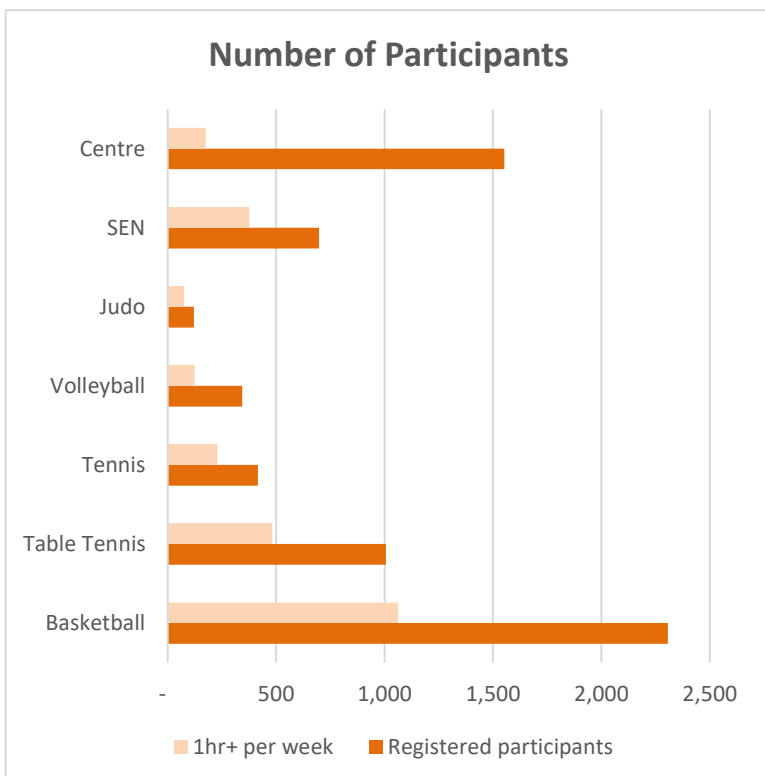
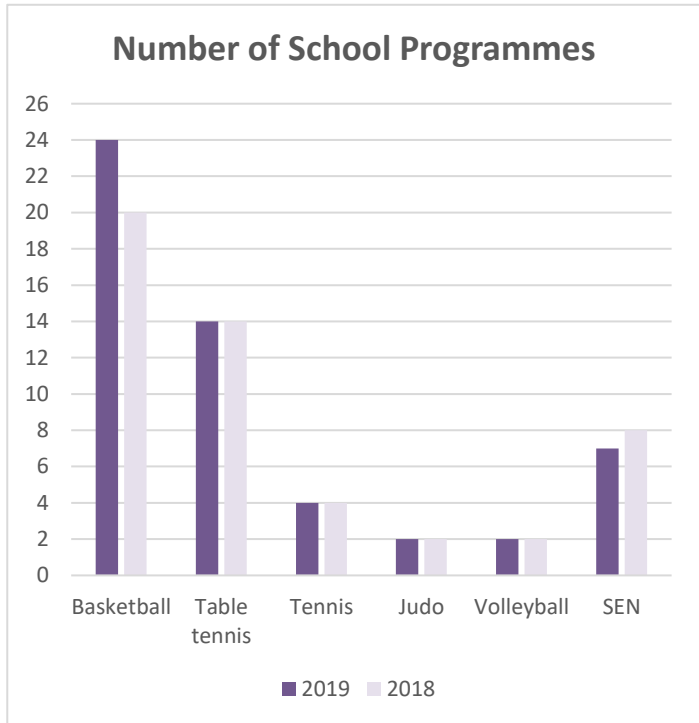
For the year ended 31 March 2019

### Strategic Report

#### Achievements and Performance

Greenhouse Sports ran mainstream programmes across a number of sports, including basketball, table tennis, tennis, volleyball and judo during the 2018/19 financial year. It also ran a number of multi-sport programmes in special educational needs (SEN) schools. Details of the numbers of these programmes can be seen in the chart alongside. This includes programmes that have either started or closed during the year. At the year end, we had 47 active school programmes. Additionally, Greenhouse Sports ran sports clubs to complement its basketball and table tennis offerings.

Within the Greenhouse Centre, we ran sessions and after school clubs for primary school children attending schools in the local vicinity. The Centre was also used by members of the local community for table tennis as well as other health and fitness sessions, such as dance classes and multi-sport activities.



Total participant numbers in 2018-19 across all the Greenhouse school programmes and clubs were 6,444 and a breakdown by sport can be seen in the chart alongside. A high level of engagement with participants is critical for Greenhouse Sports to make an impact – coaching and mentoring participants for an average of at least one hour per week gives more opportunity to develop STEP skills in the young people on our programmes. The total number of participants, averaging at least an hour per week of activity, was 2,525 and numbers by sport can be seen in the chart alongside.

In addition, we continued to run an apprenticeship programme in sports coaching for 16-24 year olds. Greenhouse Sports has developed a longer-term apprenticeship to give the young people as much opportunity as possible to train for a new job or move into further education.

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### The Greenhouse Centre

In April 2018 we opened the doors to our new community sports centre and headquarters, the Greenhouse Centre (the "Centre"). Taking 78 weeks of construction, working with 36 types of trades to refurbish an almost 200-year-old Grade II\* listed building, the Greenhouse Centre opened to serve the Westminster community.

At the official opening, alongside HRH Prince William, the Duke of Cambridge, HRH Prince Harry, Duke of Sussex said: "What a place for young people to come play sport. It seems like there are a lot of people that don't understand the impact that a place like this can have on a whole generation..."

**"What a place for young people to come play sport. It seems like there are a lot of people that don't understand the impact that a place like this can have on a whole generation..."**

**HRH Prince Harry,  
Duke of Sussex**



The Centre gives all ages and abilities the opportunity to get active and experience the benefits of working with our high-quality sports coaches. Since opening, we have welcomed more than 1,700 unique participants, including after school clubs for local primary school children and local community organisations which ran workshops on wellbeing, health and nutrition. Almost 80 per cent of children local to the Greenhouse Centre are living in an area of high deprivation. The Centre provides them and their families with a safe, inspiring space to interact and access the high-quality coaching and mentoring on which Greenhouse Sports has built its success.

### Youth Forum and Youth Council

The Greenhouse Sports Youth Forum and Youth Council involves representatives from our school programmes, who provide feedback and help make decisions about issues affecting them. The Youth Council also works with some of the charity's partners to gain additional skills and opportunities that will help them succeed in later life. During the year, we had 56 participants from 22 schools.

### Volunteers

Volunteers support Greenhouse Sports across all areas of the charity's work and we are very grateful for their knowledge, experience and enthusiasm. Their roles vary from long-term regular coaching and mentoring positions to support on projects and events. During the year, 200 volunteers donated almost 1,880 hours of their time to help Greenhouse Sports achieve its mission.

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### Plans for future periods

Greenhouse Sports intends to continue to deliver high quality programmes, to implement the social, thinking, emotional and physical (STEP) skills methodology in the schools with which it works and to increase the number of active school programmes to 50. We aim to work in a school for at least three years, as we believe this is the time required to make the deep level of impact and change we want to see in young people's lives.

Over the coming period, we will aim to increase the number of participants attending our programmes for one hour or more per week on average, thereby ensuring that we are able to have a greater impact on our young people's lives. We are also creating a leadership development programme for our young people to build upon the success of the Youth Council, which has now been established for two years.

We want to continue to expand our delivery within the Centre, aiming to reach over 2,500 unique users in the coming year. There has been some further investment in the fundraising team to ensure that we can meet the challenge of funding the additional activity within the Centre and the growth in our school programmes, with the continued support of our existing donors and the identification and support of new donors.

### How we fundraise

Greenhouse Sports is registered with the Fundraising Regulator and we seek to follow best practice guidelines. We also use our best efforts to ensure that our fundraising activities comply with all codes of practice. The Fundraising Committee is responsible for overseeing the fundraising activities of the charity and is responsible for monitoring fundraising practices.

Our fundraising activities are led by our in-house fundraising team as well as by Trustees. We organise several fundraising events each year, as well as obtaining donations from a variety of individuals, corporates, trusts, foundations and statutory bodies.

Our Trustees and fundraising team are committed to putting our existing donors' and prospective supporters' needs and expectations at the heart of our fundraising activities. It is only thanks to them that we can achieve our objectives. We respect the rights of individuals who may not wish to give, and if we receive a request to cease contacting an individual, this is logged in our fundraising database to ensure they are not contacted again in the future. There have been no complaints made regarding our fundraising practices in the year.



# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### Risk management

The Trustees have adopted a risk management strategy which comprises:

- a risk register to review the risks the charity may face;
- review of key risk indicators (KRIs) to aid risk mitigation; and
- systems, policies and procedures designed to minimise the impact on the charity should those risks materialise.

The risk register and KRIs are updated every quarter and regularly reviewed by the Finance & Risk Committee and the main Board of Trustees.

During the year, a lot of work has been done to mitigate the key risks, in particular:

- Engaging with external consultants and facilities managers to ensure that the Centre is compliant with health and safety standards and that users of the Centre are in a safe environment.
- Training to all staff and front-line coaches about maximising effectiveness of programme delivery.
- Undertaking a risk audit to ensure that the risks were appropriately assessed and the actions identified to mitigate those risks were being implemented.

The principal risks and uncertainties facing the charity and plans for their mitigation are as follows:

Risk	Mitigating actions
Not raising enough funds	<ul style="list-style-type: none"><li>• Fundraising Committee in place to develop a detailed annual fundraising strategy, together with a long-term business development strategy</li><li>• Regular reporting and monitoring of progress against targets, and of pipeline income</li><li>• Increased fundraising capacity to explore new avenues of fundraising income.</li><li>• Establishment of a restricted Centre Sustainability Fund to reduce the risk of costs, especially unforeseen costs, related to running a Grade II* listed building</li></ul>
Health & Safety/ Child Protection issues	<ul style="list-style-type: none"><li>• Health &amp; Safety and Safeguarding &amp; Child Protection Committees in place</li><li>• Processes in place for risk assessment and management</li><li>• Insurance held and reviewed annually</li><li>• Professional, external advice sought for operational health and safety</li><li>• Training delivered for new and existing policies</li><li>• Critical incident and disaster recovery plans in place for more serious incidents</li></ul>
Failure to deliver programmes to a high degree of quality	<ul style="list-style-type: none"><li>• Operations Committee in place to review the risks to programme quality</li><li>• Regular internal monitoring and reporting of the quality of programmes</li><li>• Training and development provided to all members of staff who are involved in programme delivery</li><li>• Strategy to identify and recruit coaches who meet the standards and values of Greenhouse Sports</li></ul>
Failure to prove impact to funders and/or schools	<ul style="list-style-type: none"><li>• Dedicated impact and evaluation team in place</li><li>• Impact reports produced for programmes and for Greenhouse Sports overall</li><li>• Key Performance Indicators reviewed regularly</li><li>• Independent assessment of our programmes conducted by external evaluators every 2-3 years</li></ul>
Loss of programmes due to school funding cuts	<ul style="list-style-type: none"><li>• School contract signed for 3 years where possible</li><li>• CEO and Director of Programmes in regular contact with high risk schools</li><li>• Data and content provided to Heads and Head of Sports to demonstrate impact of Greenhouse programmes</li><li>• Adapt our proposition to meet more of their needs</li></ul>

# GREENHOUSE SPORTS LIMITED

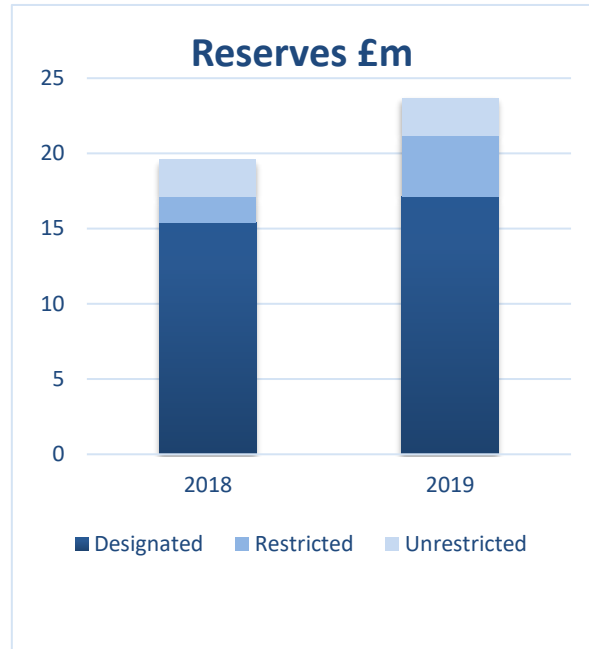
## TRUSTEES' REPORT

For the year ended 31 March 2019

### Reserves policy

Greenhouse Sports aims to retain general unrestricted funds of between three and six months of expected operating expenditure for the following year to ensure that we can meet our ongoing programme commitments to the participants, their schools (with whom the standard term contract is 3 years), community clubs and other partners. Our year end general unrestricted funds of £2.5m represent 6 months of the approximately £5m budgeted annual expenditure.

At the year end, the charity had total funds of £23.7m (2018: £19.6m). £17.1m is designated, of which £16.0m relates to the Grade II\* Greenhouse Centre building, £0.1m other fixed assets and £1.0m investments which make up part of the Centre Sustainability Fund. Restricted funds of £4.1m comprise £3.6m in respect of the Centre Sustainability Fund and £0.5m for specific sports, programmes and activities. As mentioned above, £2.5m is unrestricted (2018: £2.5m).



# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### Financial review

During the year the charity received £4.3m income for its ongoing operations (2018: £3.8m), and restricted income of £3.4m was donated as part of the Centre launch campaign, for the refurbishment of the Greenhouse Centre and to create a fund for the long-term sustainability of the centre (2018: £3.5m). A special fundraising event raised a further £1.3m as part of the Centre Launch campaign, resulting in total income of £9.0m (2018: £7.3m).

Costs were £4.9m (2018: £4.6m), which included £0.3m for the special fundraising event. In total, 83% of costs (2018: 89%) related to charitable activities, with most of the remainder spent on generating voluntary income.

When the decision was taken to embark on the renovation of a Grade II\* listed church building to convert it into a centre for Greenhouse Sports, a capital campaign target was set including the ambition to raise £8m to establish a fund that would continue to generate income to cover costs associated with running such a prestigious and unique building. It was agreed between the main benefactor of the building and the board that they wanted to ensure that the Centre must be accessible to all in the community regardless of their ability to pay and that operating costs of the Centre should not negatively impact the charity's commitment to its school programmes. The Centre Launch campaign was run during the year to help establish the Centre Sustainability Fund and £4.5m was invested in corporate bonds and other investments to begin generating income for this purpose.

The table below separates out the income and costs related to the Centre Launch campaign to demonstrate the underlying performance of the charity ('Greenhouse Operations'). It is the Trustees' view that the income and expenditure categorised under Greenhouse Operations gives a more representative picture of the charity's financial performance.

	Greenhouse Operations £	Centre Launch campaign £	Total £
Income and gains	4,342,915	4,673,524	9,016,439
Expenditure	(4,590,926)	(305,897)	(4,896,823)
<b>Net income/(expenditure)</b>	<b>(248,011)</b>	<b>4,367,627</b>	<b>4,119,616</b>

### Investment powers and policy

Under the Memorandum and Articles of Association, the charity has the power to invest at the discretion of the Trustees. The Investment Committee has delegated authority to make decisions in relation to investments and are responsible for managing the investment portfolio on behalf of the Trustees.

It is the Trustees' policy to invest surplus funds on a conservative basis and in the best interests of Greenhouse Sports. Investments made by the charity are intended to be held for the long-term to generate income to support the operational costs of the charity.

As a guide, the maximum invested in any given instrument would be 10% of the portfolio value, or £500k, whichever is the greatest. This may need a degree of flexibility if, for example, it is necessary to sell some for cashflow purposes, or fluctuations in the value of instruments purchased give rise to these limits being exceeded. The general assumption is that the primary instrument type will be corporate bonds, though other types will be considered.

# GREENHOUSE SPORTS LIMITED

## TRUSTEES' REPORT

For the year ended 31 March 2019

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### Financial Investment performance

The charity made an investment of £4.5m in October 2018 on behalf of the Centre Sustainability Fund. The makeup of the initial investment was 96% in corporate bonds and 4% in cash. The investment portfolio generated income of £85k and unrealised gains of £40k. The year end value of the investment portfolio, including any accrued income, was £4.6m.

### Disclosure of information to the auditors

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

This report, which includes the Strategic Report and Directors' Report, was approved by the Trustees on 17 October 2019 and is signed on their behalf by



Michael Sherwood (Chairman)

4 November 2019

# GREENHOUSE SPORTS LIMITED

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

For the year ended 31 March 2019

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The Trustees, who are also the directors of Greenhouse Sports Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of income and expenditure of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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





# GREENHOUSE SPORTS LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF GREENHOUSE SPORTS LIMITED

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#### **Opinion**

We have audited the financial statements of Greenhouse Sports Limited for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

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

#### **Responsibilities of Trustees for the financial statements**

As explained more fully in the Trustees' responsibilities statement set out on page 15, 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 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**

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

# GREENHOUSE SPORTS LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF GREENHOUSE SPORTS LIMITED

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#### **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 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 Trustees' Annual Report. 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 the audit:

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included in the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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:

- adequate accounting records have not been kept by the charitable company; or
- the charitable 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.

# GREENHOUSE SPORTS LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF GREENHOUSE SPORTS LIMITED

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#### Use of our report

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Anna Bennett** (Senior Statutory Auditor)  
For and on behalf of  
Haysmacintyre LLP, Statutory Auditors  
10 Queen Street Place  
London EC4R 1AG

Date: 7 November 2019

# GREENHOUSE SPORTS LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

For the year ended 31 March 2019

	Notes	Unrestricted funds general £	Unrestricted funds designated £	Restricted funds £	Total 2019 £	Total 2018 £
<b>Income from</b>						
Donations	3					
- The Greenhouse Centre		-	-	1,646,298	<b>1,646,298</b>	3,524,274
- Centre Sustainability Fund		-	-	2,000,000	<b>2,000,000</b>	-
- Operational		1,218,201	-	590,873	<b>1,809,074</b>	1,798,631
Charitable activities						
- Sports Programmes		46,401	-	994,694	<b>1,041,095</b>	923,451
Events income	4	1,066,495	1,278,873	21,984	<b>2,367,352</b>	1,044,701
Investment income	5	27,374	18,377	66,615	<b>112,366</b>	14,625
<b>Total income</b>		<b>2,358,471</b>	<b>1,297,250</b>	<b>5,320,464</b>	<b>8,976,185</b>	<b>7,305,682</b>
<b>Expenditure on</b>						
Raising funds	6	534,602	305,897	10,000	<b>850,499</b>	512,244
Charitable activities	7	1,674,747	133,288	2,238,289	<b>4,046,324</b>	4,094,999
<b>Total expenditure</b>		<b>2,209,349</b>	<b>439,185</b>	<b>2,248,289</b>	<b>4,896,823</b>	<b>4,607,243</b>
Net gains on investments		-	8,704	31,550	<b>40,254</b>	-
<b>Net income / (expenditure) before transfers</b>		<b>149,122</b>	<b>866,769</b>	<b>3,103,725</b>	<b>4,119,616</b>	<b>2,698,439</b>
Gross transfers between funds		(113,501)	815,684	(702,183)	-	-
<b>Net movement in funds</b>	<b>15</b>	<b>35,621</b>	<b>1,682,453</b>	<b>2,401,542</b>	<b>4,119,616</b>	<b>2,698,439</b>
Fund balances at 1 April 2018		2,460,215	15,425,721	1,687,381	<b>19,573,317</b>	16,874,878
<b>Fund balances at 31 March 2019</b>	<b>15</b>	<b>2,495,836</b>	<b>17,108,174</b>	<b>4,088,923</b>	<b>23,692,933</b>	<b>19,573,317</b>

The results above are materially impacted by income and expenditure relating to activities which are one-off in nature. The table below therefore splits these items out to show underlying income and costs for core operations. The Centre Launch campaign raised funds to cover residual refurbishment costs, with the balance retained in a restricted Centre Sustainability Fund to generate income to help fund long-term centre costs.

	Greenhouse Operations £	Centre Launch campaign £	Total £
Income and gains	4,342,915	4,673,524	9,016,439
Expenditure	(4,590,926)	(305,897)	(4,896,823)
<b>Net income/(expenditure)</b>	<b>(248,011)</b>	<b>4,367,627</b>	<b>4,119,616</b>

# GREENHOUSE SPORTS LIMITED


## BALANCE SHEET


As at 31 March 2019

Company Registration No. 4600790

	Notes	2019 £	2019 £	2018 £	2018 £
<b>Fixed assets</b>					
Tangible assets	11		16,108,117		15,594,172
Investments	12		4,498,866		1
<b>Current assets</b>					
Stock		13,421		-	
Debtors	13	593,848		1,262,713	
Cash at bank and in hand		2,821,944		3,336,663	
			<u>3,429,213</u>	<u>4,599,377</u>	
<b>Creditors: amounts falling due within one year</b>	14	<u>(343,263)</u>		<u>(620,232)</u>	
Net current assets			<u>3,085,950</u>		<u>3,979,145</u>
<b>Total assets less current liabilities</b>			<u>23,692,933</u>		<u>19,573,317</u>
<b>Funds</b>					
<b>Restricted funds</b>					
Centre - General	15	379,844		1,619,606	
Centre Sustainability Fund		3,625,190		-	
Operational		83,889		67,775	
			<u>4,088,923</u>		<u>1,687,381</u>
<b>Unrestricted funds – Designated</b>					
Centre Fixed Asset	15	15,994,616		15,425,721	
Centre Sustainability Fund		1,000,057		-	
Other Fixed Assets		113,501		-	
<b>Unrestricted funds - General</b>		<u>2,495,836</u>		<u>2,460,215</u>	
			<u>19,604,010</u>		<u>17,885,936</u>
			<u>23,692,933</u>		<u>19,573,317</u>

The accounts were approved by the Trustees on 4 November 2019.

  
.....  
Michael Sherwood  
Chairman

  
.....  
Andrew Lowenthal  
Trustee

# GREENHOUSE SPORTS LIMITED

## STATEMENT OF CASH FLOWS

For the year ended 31 March 2019

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	Notes	2019 £	2019 £	2018 £	2018 £
<b>Cash flows from operating activities</b>					
Cash generated from operations	20		4,591,574		2,227,695
<b>Investing activities</b>					
Purchase of tangible fixed assets		(760,048)		(3,421,170)	
Purchase of investments		(4,236,715)		-	
Interest received		112,366		14,625	
<b>Net cash used in investing activities</b>			<b>(4,884,397)</b>		<b>(3,406,545)</b>
<b>Net decrease in cash and cash equivalents</b>			<b>(292,823)</b>		<b>(1,178,850)</b>
Cash and cash equivalents at beginning of year			3,336,663		4,515,513
<b>Cash and cash equivalents at end of year</b>			<b>3,043,840</b>		<b>3,336,663</b>
<b>Cash and cash equivalents at end of year represented by</b>					
Cash at bank and in hand			2,821,944		3,336,663
Cash held within investments (Note 12)			221,896		-
<b>Cash and cash equivalents at end of year</b>			<b>3,043,840</b>		<b>3,336,663</b>

# GREENHOUSE SPORTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### For the year ended 31 March 2019

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#### 1 Accounting policies

##### Charity information

Greenhouse Sports Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 35 Cosway Street, London, NW1 5NS.

#### 1.1 Accounting convention

These accounts have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”), “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charity is a Public Benefit Entity as defined by FRS 102.

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

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees’ continue to adopt the going concern basis of accounting in preparing the accounts.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

#### 1.4 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The value of donated services and gifts in kind are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the charity can be reliably measured. An equivalent amount is included as expenditure under the relevant heading in the statement of financial activities.

#### 1.5 Expenditure

Expenditure is recognised on an accruals basis, inclusive of value added tax.

Costs of raising funds are those costs incurred in attracting voluntary income, in particular grant funding and the costs of maintaining the charity’s profile in the sector.

Expenditure relating to sports programmes are those elements of expenditure directly incurred in performing these activities.

Governance costs include those costs incurred in the governance of the charity’s assets and are primarily associated with constitutional and statutory requirements.

# GREENHOUSE SPORTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### For the year ended 31 March 2019

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#### 1 Accounting policies (continued)

##### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Leasehold buildings & improvements	Over the remaining extended period of the lease
Fixtures, fittings & equipment	33% straight line

Depreciation is charged in full in the year of acquisition and is not apportioned.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

##### 1.7 Impairment of fixed assets

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

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure) for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

##### 1.8 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

##### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

##### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.



# GREENHOUSE SPORTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### For the year ended 31 March 2019

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#### 1 Accounting policies (continued)

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

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally 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.

##### *Basic financial assets*

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### *Basic financial liabilities*

Basic financial liabilities including creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### *Derecognition of financial liabilities*

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

#### 1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

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

#### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The Trustees have assumed that the costs of the Greenhouse Centre leasehold building and improvements should be depreciated over the remaining extended period of the lease. The current lease runs until 7 April 2082 for 64 years. There is a clause in the lease agreement which allows the charity to extend the lease for another 57 years from 8 April 2082 to 7 April 2139. It is currently the Trustees' intention to extend the lease on this basis, and so depreciation has been charged over 121 years.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

**3 Voluntary income**

	Total 2019 £	Total 2018 £
The Greenhouse Centre	1,646,298	3,524,274
Centre Sustainability Fund	2,000,000	-
Operational	1,809,074	1,798,631
	<u>5,455,372</u>	<u>5,322,905</u>

**Donated goods and services**

The charity received the benefit of various gifts in kind during the year, in the form of sports facilities and legal advice. These contribute £22,711 (2018: £54,100) to income and expenditure.

**4 Events income**

	Total 2019 £	Total 2018 £
Internal fundraising activities	862,250	757,386
External sponsorship events	226,229	287,315
Special fundraising event	1,278,873	-
	<u>2,367,352</u>	<u>1,044,701</u>

During the year, a special charity fundraising event was organised to raise funds with the intention of supporting Centre sustainability. The event cost £305,897 and raised £1,278,873 of income for the charity.

**5 Investment Income**

	Total 2019 £	Total 2018 £
Interest receivable	27,374	14,625
Investment Income	84,992	-
	<u>112,366</u>	<u>14,625</u>

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

**6 Raising funds**

	Total 2019 £	Total 2018 £
Staff costs	338,931	265,187
Special fundraising event	305,897	-
Other fundraising costs	205,671	247,057
	<b>850,499</b>	<b>512,244</b>

During the year, a special charity fundraising event was organised to raise funds with the intention of supporting Centre sustainability. The event cost £305,897 and raised £1,278,873 of income for the charity.

**7 Charitable activities**

	2019 £	2018 £
Staff costs	2,388,436	2,360,605
Depreciation and impairment	209,255	150,650
Charitable expenditure	621,625	628,406
	<b>3,219,316</b>	<b>3,139,661</b>
Share of support costs (see note 8)	779,908	911,565
Share of governance costs (see note 8)	47,100	43,773
	<b>4,046,324</b>	<b>4,094,999</b>
<b>Analysis by fund</b>		
Unrestricted funds – general	1,674,747	1,281,122
Unrestricted funds – designated	133,288	127,485
Restricted funds	2,238,289	2,686,392
	<b>4,046,324</b>	<b>4,094,999</b>

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 March 2019

**8 Support costs**

	Support costs £	Governance costs £	2019 £	Basis of allocation
Staff costs	669,503	30,556	700,059	Time and resource
Depreciation	36,848	-	36,848	Time and resource
Programmes insurance	24,898	-	24,898	Specific costs
IT costs	13,205	-	13,205	Time and resource
Accountancy	5,800	-	5,800	100%
Legal & professional	14,194	467	14,661	Specific costs
Other support costs	15,460	-	15,460	Time and resource
Audit fees	-	15,450	15,450	100%
Trustees' expenses and insurance	-	627	627	100%
	<u>779,908</u>	<u>47,100</u>	<u>827,008</u>	
Analysed between:				
Charitable activities	<u>779,908</u>	<u>47,100</u>	<u>827,008</u>	

	Support costs £	Governance costs £	2018 £	Basis of allocation
Staff costs	649,434	26,608	676,042	Time and resource
Depreciation	31,695	-	31,695	Time and resource
Programmes insurance	23,884	-	23,884	Specific costs
IT costs	74,148	-	74,148	Time and resource
Accountancy	5,795	-	5,795	100%
Legal & professional	3,719	1,033	4,752	Specific costs
Other support costs	122,890	-	122,890	Time and resource
Audit fees	-	12,108	12,108	100%
Trustees' expenses and insurance	-	4,024	4,024	100%
	<u>911,565</u>	<u>43,773</u>	<u>955,338</u>	
Analysed between:				
Charitable activities	<u>911,565</u>	<u>43,773</u>	<u>955,338</u>	

**9 Trustees**

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year. No Trustees were reimbursed for expenses during the year (2018: None).

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

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**10 Employees**

**Number of employees**

The average number of employees during the year was:

	2019 Number	2018 Number
Total number of employees	<u>97</u>	<u>98</u>

**Employment costs**

	2019 £	2018 £
Wages and salaries	2,961,091	2,814,155
Social security costs	295,148	280,696
Other staff costs	120,459	137,924
Other pension costs	50,728	24,905
	<u>3,427,426</u>	<u>3,257,680</u>

Included in wages and salaries above are £7,000 for redundancy costs (2018:Nil)

The number of employees whose remuneration was £60,000 or more were:

	2019 Number	2018 Number
£60,000 - £69,999	4	1
£70,000 - £79,999	-	1
£110,000 - £119,999	1	1

**Senior Leadership Team**

The total cost of employing the Senior Leadership Team (SLT) as described in the Trustees' Report was £471,581 (2018: £373,522). This figure includes salary, employer's national insurance, employer's pension contributions, as well as any bonuses or redundancy payments made. A new SLT structure was established in 2018/19, following a strategic review, resulting in additional SLT roles during the year.

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

**11 Tangible fixed assets**

	Leasehold buildings & improvements £	Fixtures, fittings & equipment £	Total £
<b>Cost</b>			
At 1 April 2018	15,748,345	349,878	16,098,224
Additions	702,183	57,865	760,048
Disposals	-	(15,585)	(15,585)
At 31 March 2019	<u>16,450,528</u>	<u>392,158</u>	<u>16,842,686</u>
<b>Depreciation and impairment</b>			
At 1 April 2018	322,624	181,427	504,051
Depreciation charged in the year	133,288	112,815	246,103
Eliminated in respect of disposals	-	(15,585)	(15,585)
At 31 March 2019	<u>455,912</u>	<u>278,657</u>	<u>734,569</u>
<b>Carrying amount</b>			
At 31 March 2019	<u>15,994,616</u>	<u>113,501</u>	<u>16,108,117</u>
At 31 March 2018	<u>15,425,721</u>	<u>168,451</u>	<u>15,594,172</u>

‘Leasehold buildings & improvements’ represent the Greenhouse Centre. The current lease runs until 7 April 2082. There is a clause in the lease agreement which allows the charity to extend the lease for another 57 years from 8 April 2082 to 7 April 2139. It is currently the Trustees’ intention to extend the lease on this basis. Depreciation has therefore been charged on leasehold buildings over 121 years.

**12 Investments**

	2019 £	2018 £
Fair value as at 1 April 2018	1	-
Additions	4,236,715	1
Unrealised gains on investments	40,254	-
	<u>4,276,970</u>	<u>1</u>
Cash held within investments	<u>221,896</u>	
<b>Fair value as at 31 March 2019</b>	<u>4,498,866</u>	<u>1</u>
<b>Investments comprise</b>		
Corporate bonds	4,276,969	-
Cash	221,896	-
Shares	1	1

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

**13 Debtors**

	2019 £	2018 £
<b>Amounts falling due within one year:</b>		
Trade debtors	225,787	86,411
Accrued Income	254,185	1,092,789
Prepayments	111,949	64,881
Other Debtors	1,927	18,632
	<u>593,848</u>	<u>1,262,713</u>

Accrued income includes donations committed but not received as at 31 March 2019 of £254,185 (2018: £1,092,789). In 2018, £997,289 were one-off donations relating to the Greenhouse Centre refurbishment project.

**14 Creditors: amounts falling due within one year**

	2019 £	2018 £
Other taxation and social security	82,384	77,044
Trade creditors	49,877	376,025
Accruals	102,913	111,453
Deferred Income	108,089	55,710
	<u>343,263</u>	<u>620,232</u>

**Deferred income**

	Sport England £	Other Statutory bodies £	Non-public income £	Total 2019 £
At 1 April 2018	-	-	55,710	55,710
Released in year	-	-	(55,710)	(55,710)
Deferred in year	-	7,048	101,041	108,089
At 31 March 2019	<u>-</u>	<u>7,048</u>	<u>101,041</u>	<u>108,089</u>
	Sport England £	Other Statutory bodies £	Non-public income £	Total 2018 £
At 1 April 2017	-	-	85,752	85,752
Released in year	-	-	(60,752)	(60,752)
Deferred in year	-	-	30,710	30,710
At 31 March 2018	<u>-</u>	<u>-</u>	<u>55,710</u>	<u>55,710</u>

Deferred income includes potentially refundable income received for future events that are to be held in the next financial year (2019-20). The charity is not entitled to recognise this as income for the current financial year (2018-19).

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 March 2019

15 Movement in Funds

Restricted funds

	Balance at 1 April 2018 £	Income and net gains £	Expenditure £	Transfers £	Balance at 31 March 2019 £
Centre Sustainability Fund	-	2,098,165	-	1,527,025	3,625,190
Centre - General	1,619,606	1,269,405	-	(2,509,167)	379,844
<b>Operational</b>					
Centre – Operations	-	393,893	(673,852)	279,959	-
Table Tennis	50,619	327,695	(370,529)	-	7,785
Tennis	-	148,583	(98,583)	-	50,000
Basketball	17,156	744,537	(743,961)	-	17,732
SEN	-	264,958	(258,344)	-	6,614
Volleyball	-	41,512	(41,512)	-	-
Judo	-	32,917	(32,917)	-	-
Training	-	13,349	(13,349)	-	-
Youth Council	-	5,000	(5,000)	-	-
Others	-	12,000	(10,242)	-	1,758
<b>Total Restricted Funds</b>	<b>1,687,381</b>	<b>5,352,014</b>	<b>(2,248,289)</b>	<b>(702,183)</b>	<b>4,088,923</b>
<b>Unrestricted Funds</b>					
<i>Designated Funds</i>					
Centre Fixed Assets	15,425,721	-	(133,288)	702,183	15,994,616
Other Fixed Assets	-	-	-	113,501	113,501
Centre Sustainability Fund	-	1,305,954	(305,897)	-	1,000,057
<b>Total Designated Funds</b>	<b>15,425,721</b>	<b>1,305,954</b>	<b>(439,185)</b>	<b>815,684</b>	<b>17,108,174</b>
<i>General Funds</i>					
General unrestricted funds	2,460,215	2,358,471	(2,209,349)	(113,501)	2,495,836
<b>Total Funds</b>	<b>19,573,317</b>	<b>9,016,439</b>	<b>(4,896,823)</b>	<b>-</b>	<b>23,692,933</b>



**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

15 Movement in Funds (continued)

Restricted funds

	Balance at 1 April 2017 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2018 £
Centre	1,985,834	2,554,274	(696,937)	(2,223,565)	1,619,606
Sport England (Capital)	-	970,000	-	(970,000)	-
<b>Operational</b>					
Sport England	-	334,000	(334,000)	-	-
Table Tennis	36,590	328,857	(314,828)	-	50,619
Tennis	-	172,000	(172,000)	-	-
Basketball	17,185	794,412	(794,441)	-	17,156
SEN	10,400	176,943	(187,343)	-	-
Football	-	15,190	(15,190)	-	-
Management	-	32,288	(32,288)	-	-
Volleyball	-	41,500	(41,500)	-	-
Judo	-	37,667	(37,667)	-	-
Training	38,738	15,360	(54,098)	-	-
Youth Council	-	6,100	(6,100)	-	-
<b>Total Restricted Funds</b>	<b>2,088,747</b>	<b>5,478,591</b>	<b>(2,686,392)</b>	<b>(3,193,565)</b>	<b>1,687,381</b>
<b>Unrestricted Funds</b>					
<i>Designated Funds</i>					
Centre Fixed Assets	12,359,641	-	(127,485)	3,193,565	15,425,721
<b>Total Designated Funds</b>	<b>12,359,641</b>	<b>-</b>	<b>(127,485)</b>	<b>3,193,565</b>	<b>15,425,721</b>
<i>General Funds</i>					
General unrestricted funds	2,426,490	1,827,091	(1,793,366)	-	2,460,215
<b>Total Funds</b>	<b>16,874,878</b>	<b>7,305,682</b>	<b>(4,607,243)</b>	<b>-</b>	<b>19,573,317</b>

# GREENHOUSE SPORTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### For the year ended 31 March 2019

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#### 15 Movement in Funds (continued)

##### Purpose of Funds - Restricted funds

The 'Centre – General' fund represents funds raised for use by the charity either to purchase and refurbish the Greenhouse Centre, or cover operational costs relating to the Centre. The 'Centre Sustainability Fund' is a new restricted fund established with the intention of generating income to help support the ongoing running costs of the Centre, reducing the burden on the annual fundraising requirement, and consequently enabling the charity to operate more sustainably.

Operational expenditure is funded in a number of different ways; for example, some donors restrict a donation to specific programmes by sport or geographical area. Donors also fund the management and systems of the charity and the apprenticeship training programme. The funds from these donations have been grouped by their main categories above, though they are tracked individually against the separate programmes they fund.

##### Purpose of Funds - Designated funds

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

##### *The Centre and Other Fixed Assets*

The carrying net book value of the Greenhouse Centre and other fixed assets, respectively. These are funds invested within fixed assets and are not readily available for the charity's ongoing operational costs.

##### *Centre Sustainability Fund*

These are funds set aside to generate income and therefore subsidise future operational costs of the Greenhouse Centre and to ensure that we can deliver our programmes on a sustainable basis.

##### Transfers

The following transfers have been made in the year between funds:

From	To	Amount	Explanation
Centre – General (Restricted)	Centre – Operational (Restricted)	£279,959	To cover operational deficit on programmes delivered in the Centre
Centre – General (Restricted)	Centre Fixed Assets (Designated)	£702,183	Fixed asset additions relating to the Centre refurbishment
Centre – General (Restricted)	Centre Sustainability Fund (Restricted)	£1,527,025	Residual funds attributed to a donor who wished to support the sustainability of the Centre after completion of the Centre refurbishment works
General Unrestricted Funds	Other Fixed Assets (Designated)	£113,503	Funds unavailable for general use, as they are invested in fixed assets of the charity

# GREENHOUSE SPORTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### For the year ended 31 March 2019

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#### 15 Movement in Funds (continued)

Donors also support the charity achieving its objectives with funding without any restriction.

Every donation big and small is hugely appreciated by Greenhouse Sports. We respect our donors right to anonymity, but the following have either asked or have given permission to be recognised:

29th May 1961 Charitable Trust	JP Morgan
Allen & Overy Foundation	JRJ
Alta Advisers	Lansdowne Partners
Annabel's	Lehman Brothers Foundation Europe
Artorius Wealth Management	Man Group
Barclays	Marshall Wace
Blackstone	Mint Partners
Blue Water Energy	Morgan Stanley
BNP Paribas	Morrisons Foundation
Britford Bridge Trust	Next Retail Ltd
Calvert Sporting	Nobu Restaurants
Charles S French Charitable Trust	PIMCO
Citadel GFI	Players of the People's Postcode Lottery
CQS	Point72
Credit Suisse	Rank Foundation
Cyrus Capital	Refinitiv
D. E. Shaw	Rokos Capital
DMGT	Sebastian Coe Charitable Foundation
Fulham FC Foundation	SELCHP
Garfield Weston Foundation	The Childhood Trust
Generation IM	The Desmond Foundation
Goldman Sachs	The Ledbury
Hackney Parochial Charities	The Sobell Foundation
Hobson Charity Ltd	The Worshipful Company of Dyers
HSBC	Wembley National Stadium Trust
JMCMRJ Sorrell Foundation	Westminster City Council
John Lyon's Charity	

Greenhouse is very grateful for the many generous donations from our supporters. Thank you to all the individuals and companies for their support of Greenhouse Sports through our fundraising events.

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

16 Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2019 are represented by:				
Tangible assets	-	16,108,117	-	16,108,117
Investments	-	972,732	3,526,134	4,498,866
Net current assets	2,495,836	27,325	562,789	3,085,950
	<u>2,495,836</u>	<u>17,108,174</u>	<u>4,088,923</u>	<u>23,692,933</u>

17a Analysis of Income and Expenditure 2018-19

Revenue

	Sport England £	Other Statutory Organisations £	Non-public income £	Total 2019 £
Donations (Operational)	-	27,771	5,415,651	5,443,422
Charitable activities	-	-	1,041,095	1,041,095
Events income	-	-	2,367,352	2,367,352
Investments	-	-	152,620	152,620
<b>Total income</b>	<u>-</u>	<u>27,771</u>	<u>8,976,718</u>	<u>9,004,489</u>

Expenditure on:

*Raising funds*

Staff Costs	-	-	338,931	338,931
Other Fundraising Costs	-	-	511,568	511,568

*Charitable activities*

Staff Costs	-	27,771	2,360,665	2,388,436
Depreciation	-	-	209,255	209,255
Charitable expenditure	-	-	621,625	621,625
Support Costs	-	-	779,908	779,908
Governance Costs	-	-	47,100	47,100

<b>Total expenditure</b>	<u>-</u>	<u>27,771</u>	<u>4,869,052</u>	<u>4,896,823</u>
<b>Net income</b>	<u>-</u>	<u>-</u>	<u>4,107,666</u>	<u>4,107,666</u>

Capital

Restricted Capital Reserves at 1 April 2018	-	-	-	-
Donations (Capital)*	-	-	11,950	11,950
Greenhouse Centre Capital Expenditure*	-	-	(11,950)	(11,950)
<b>Restricted Capital Reserves at 31 March 2019</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

\*These are restricted capital donations for the refurbishment of the Greenhouse Centre. The associated capital expenditure can be seen in Note 11 (Tangible Fixed Assets).

**GREENHOUSE SPORTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2019**

17b Analysis of Income and Expenditure 2017-18

Revenue	Sport England	Other Statutory Organisations	Non-public income	Total 2018
	£	£	£	£
Donations (Operational)	334,000	-	2,159,448	2,493,448
Charitable activities	-	-	923,451	923,451
Events income	-	-	1,044,701	1,044,701
Investments	-	-	14,625	14,625
<b>Total income</b>	<b>334,000</b>	<b>-</b>	<b>4,142,225</b>	<b>4,476,225</b>
<b>Expenditure on:</b>				
<i>Raising funds</i>				
Staff Costs	-	-	265,187	265,187
Other Fundraising Costs	-	-	247,057	247,057
<i>Charitable activities</i>				
Staff Costs	242,638	-	2,117,967	2,360,605
Depreciation	-	-	150,650	150,650
Charitable expenditure	91,362	-	537,044	628,406
Support Costs	-	-	911,565	911,565
Governance Costs	-	-	43,773	43,773
<b>Total expenditure</b>	<b>334,000</b>	<b>-</b>	<b>4,273,243</b>	<b>4,607,243</b>
<b>Net income</b>	<b>-</b>	<b>-</b>	<b>(131,018)</b>	<b>(131,018)</b>

**Capital**

<b>Restricted Capital Reserves at 1 April 2017</b>	-	-	-	-
Donations (Capital)	970,000	-	1,859,457	2,829,457
Greenhouse Centre Capital Expenditure	(970,000)	-	(1,859,457)	(2,829,457)
<b>Restricted Capital Reserves at 31 March 2018</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

18 Operating lease commitments

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

	2019 £	2018 £
Within one year	41,250	55,000
Between two and five years	-	41,250
	<b>41,250</b>	<b>96,250</b>

Lease payments of £55,000 (2018: £55,000) were recognised as an expense in the year. Operating lease commitments represent ground rent on the Greenhouse Centre payable to the Diocese of London. The ground rent is due to be reviewed on 29 December 2019.

# GREENHOUSE SPORTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### For the year ended 31 March 2019

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#### 19 Related party transactions

During the period, payments totalling £947 (2018: £3,452) were made to Shireburn Services Limited for software licensing and technical support. Director Michael de Giorgio is related to one of the directors of Shireburn Services Limited. It is the Trustees' view that the costs of this software are competitive in comparison to other similar software packages.

During the period, members of the Board of Trustees made donations, either directly or indirectly, amounting to £2,331,253 (2018: £215,894). £2,000,000 of the amount received in 2019 is restricted towards the Centre Sustainability Fund and £50,000 is restricted towards ongoing charitable activities.

#### 20 Cash generated from operations

	2019 £	2018 £
Surplus for the year	4,119,616	2,698,439
Adjustments for:		
Investment income	(112,366)	(14,625)
Gains on investments	(40,254)	-
Loss on disposal of tangible fixed assets	-	767
Depreciation and impairment	246,103	223,962
Movement in working capital:		
Increase in stock	(13,421)	-
(Increase)/decrease in debtors	668,865	(967,460)
Increase/(decrease) in creditors	(276,969)	286,613
<b>Cash generated from operations</b>	<b>4,591,574</b>	<b>2,227,695</b>

#### 21 Contingent liabilities

At 31 March 2019, there is a contingent liability of £9,570,000 (2018: £8,558,050), which could become due in the event that the building at Cosway Street, the Greenhouse Centre, is sold. The liability is limited at the amount of the net sales proceeds of the building after disposal costs are deducted. Greenhouse Sports currently has no intentions to sell the Greenhouse Centre.

#### 22 Capital commitments

At 31 March 2019, there is a capital commitment of £69,793 (2018: £191,013), which relates to the refurbishment of the Greenhouse Centre, and amounts due to Cosmur Construction (London) Ltd to complete the works.

	Notes	Unrestricted funds general £	Unrestricted funds designated Centre £	Restricted funds £	Total 2018 £	Total 2017 £
<b>Income from:</b>						
Donations	3					
- Centre		-	-	3,524,274	3,524,274	2,284,424
- Operational		767,765	-	1,030,866	1,798,631	2,179,787
Charitable activities	4	-	-	923,451	923,451	926,011
Events income	5	1,044,701	-	-	1,044,701	1,242,067
Investments	6	14,625	-	-	14,625	14,406
<b>Total income</b>		<b>1,827,091</b>	<b>-</b>	<b>5,478,591</b>	<b>7,305,682</b>	<b>6,646,695</b>
<b>Expenditure on:</b>						
Raising funds	7	512,244	-	-	512,244	580,093
Charitable activities	8	1,281,122	127,485	2,686,392	4,094,999	4,013,096
<b>Total expenditure</b>		<b>1,793,366</b>	<b>127,485</b>	<b>2,686,392</b>	<b>4,607,243</b>	<b>4,593,189</b>
<b>Net income / (expenditure) before transfers</b>		<b>33,725</b>	<b>(127,485)</b>	<b>2,792,199</b>	<b>2,698,439</b>	<b>2,053,506</b>
Gross transfers between funds		-	3,193,565	(3,193,565)	-	-
<b>Net income for the year/ Net movement in funds</b>		<b>33,725</b>	<b>3,066,080</b>	<b>(401,366)</b>	<b>2,698,439</b>	<b>2,053,506</b>
Fund balances at 1 April 2017		2,426,490	12,359,641	2,088,747	16,874,878	14,821,372
<b>Fund balances at 31 March 2018</b>		<b>2,460,215</b>	<b>15,425,721</b>	<b>1,687,381</b>	<b>19,573,317</b>	<b>16,874,878</b>

Designated funds constitute the value of the Greenhouse Centre building, and therefore represent funds that are not readily available for use. The transfer between funds relates to the cost of additions to the Greenhouse Centre building, funded by restricted reserves.

The results above are materially impacted by income and expenditure relating to the Greenhouse Centre, many of which are one-off in nature. The table below therefore splits these items out to show underlying income and costs for core operations.

	Greenhouse Operations £	The Greenhouse Centre £	Total £
Income	3,781,408	3,524,274	7,305,682
Expenditure	(3,782,821)	(824,422)	(4,607,243)
<b>Net income</b>	<b>(1,413)</b>	<b>2,699,852</b>	<b>2,698,439</b>
<b>Reserves b/f</b>	<b>2,529,403</b>	<b>14,345,475</b>	<b>16,874,878</b>
<b>Reserves c/f</b>	<b>2,527,990</b>	<b>17,045,327</b>	<b>19,573,317</b>



## Developing young people through sport

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