



GREENHOUSE SPORTS LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

Charity Registration No. 1098744

Company Registration No. 4600790 (England and Wales)

GREENHOUSE SPORTS LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Jeff Berman Michael de Giorgio Luke Ellis Lynn Gadd Penelope Linnett David Meller Michael Sherwood Andrew Lowenthal
Secretary	Marianne de Giorgio
Charity number	1098744
Company number	4600790
Registered office	35 Cosway Street London NW1 5NS
Auditor	HW Fisher & Company Acre House 11-15 William Road London NW1 3ER United Kingdom
Bankers	Santander Corporate Banking 2nd Floor Santander House 100 Ludgate Hill London EC4M 7RE
Solicitors	Veale Wasbrough Vizards 86 Fetter Lane London EC4A 1AD

GREENHOUSE SPORTS LIMITED

CONTENTS

	Page
Trustees' report	3 - 11
Statement of Trustees' responsibilities	12
Independent auditor's report	13 - 14
Statement of financial activities	15
Balance sheet	16
Statement of cash flows	17
Notes to the financial statements	18 - 28

GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

The Trustees are pleased to present their report, together with the financial statements of the charity, for the twelve months ended 31 March 2017.

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 (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 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 (Chairman)
Michael de Giorgio
Luke Ellis
Lynn Gadd
Penelope Linnett
David Meller
Michael Sherwood
Matthew Syed (resigned 15 December 2016)
Andrew Lowenthal (appointed 13 October 2016)

Company Secretary: Marianne de Giorgio

Georgia Cocks will be appointed as the new Company Secretary with effect from 4 October 2017.

Trustee appointments and resignations

Matthew Syed resigned as a Trustee on 15 December 2016. Andrew Lowenthal was appointed as a Trustee on 13 October 2016. Nick Prempeh will be appointed as a Trustee with effect from 4 October 2017.

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

Each Trustee is now a member of the company and guarantees to contribute £10 in the event of a winding up. Previously, only one of the Trustees and the Company Secretary were members of the company. The change was made following a review of the Memorandum & Articles, to reflect best practice.

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.

GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

Four sub-committees also meet regularly throughout the year. The Operations Committee, the Finance & Risk Committee, the Fundraising Committee and the Centre Governance Committee each comprise 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 and Child Protection sub-committee chaired by a Lead Trustee and a Health & Safety sub-committee chaired by a Lead Trustee.

Whilst day to day decisions are delegated to senior employees, Michael de Giorgio, a founder Trustee, worked for the charity full-time on a voluntary basis in the capacity of Chief Executive Officer until 22 August 2016; hence, he has been an important and valuable link between the executive staff and the Trustees. He remains as a member of the board to provide ongoing support to the recently appointed new Chief Executive Officer, John Herriman.

Key Management Personnel

The Trustees consider that they, together with the Senior Leadership Team (SLT), consisting of the Chief Executive Officer, Chief Finance Officer, Director of Enterprise & Development and Director of Programmes, comprise the Key Management Personnel. The Trustees have invested in the Senior Leadership Team during the year with the recruitment of a new Chief Executive Officer, John Herriman, and a Director of Programmes. A Centre Director has been appointed in August 2017. The pay and remuneration of the new Chief Executive Officer and other senior staff is set by the Trustees, and will be kept under review. A number of criteria are 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 12 Trustees.

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.

Trustees serve a three-year term, after which they are eligible for re-appointment. A Trustee may serve up to three terms of three years. Only if the Board considers that there are exceptional circumstances due to the particular skills and experience of a Trustee and it is in the best interests of the charity to retain that person may a Trustee be appointed for a fourth term of three years. These exceptional circumstances may apply again in future years, but if so, an assessment of the Trustee must be carried out, and then he or she may be re-appointed for a further one year term. This final exceptional circumstances criteria may be followed more than once and without limit.

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.

GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

The successful management, prevention and control of risks are a key factor in the quality and safety of all stakeholders involved with Greenhouse Sports. The Trustees, in driving forward their commitment for safety, have conducted an internal audit of the safety management system for each school it works with, led by a competent consultant. This resulted in an action plan to implement new policies, training initiatives and consultation at all levels, with most actions within Greenhouse Sports' control now completed, and mitigating controls put in place where we remain reliant on schools to make changes.

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, the Trustees have made a significant investment to manage the key risks of the charity. In particular:

- an external review of the fundraising team structure has been conducted;
- working groups have been established and, together with the Centre Governance Committee, have been meeting regularly to monitor and manage the progress and cost of the Greenhouse Centre refurbishment;
- the Impact strategy has been reviewed;
- dynamic risk assessments have become a standard part of activity planning; and
- a programme of health & safety training has been ongoing for all employees.

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">- Develop a detailed annual fundraising strategy- Regular reporting and monitoring of progress against targets, and of pipeline income- A review of the fundraising team structure and strategy commissioned with external consultants
Delays to or increases in costs of the Greenhouse Centre refurbishment	<ul style="list-style-type: none">- Centre Governance Committee including Trustees meeting monthly to monitor progress and agree plans for the Centre- Internal Centre Implementation Group set up to ensure all management actions to prepare the Centre for opening are completed- Project Steering Group looks in detail at the refurbishment plans
Loss of programmes due to school funding cuts	<ul style="list-style-type: none">- School contract signed for 3 years where possible- CEO and Director of Programmes conversations with high risk schools- Coaches and Programme Manager communicate any concerns- Develop our proposition to meet more of their needs
Failure to prove impact to funders and/or schools	<ul style="list-style-type: none">- Dedicated impact and evaluation team in place- Impact reports produced for programmes and for Greenhouse Sports overall- Key Performance Indicators reviewed regularly- Engaged external evaluators, with a view to them conducting an independent assessment of our programmes in 2017.
Health & Safety/Child Protection issues	<ul style="list-style-type: none">- Health & Safety and Safeguarding & Child Protection Committees in place- Processes in place for risk assessment and management- Insurance- Training delivered for new and existing policies

Training of Trustees

The Operations Committee contains a Lead Trustee for safeguarding children and child protection, and one for safety who receive training in their respective areas; other Trustees receive key updates.

GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

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

Income recognition policy

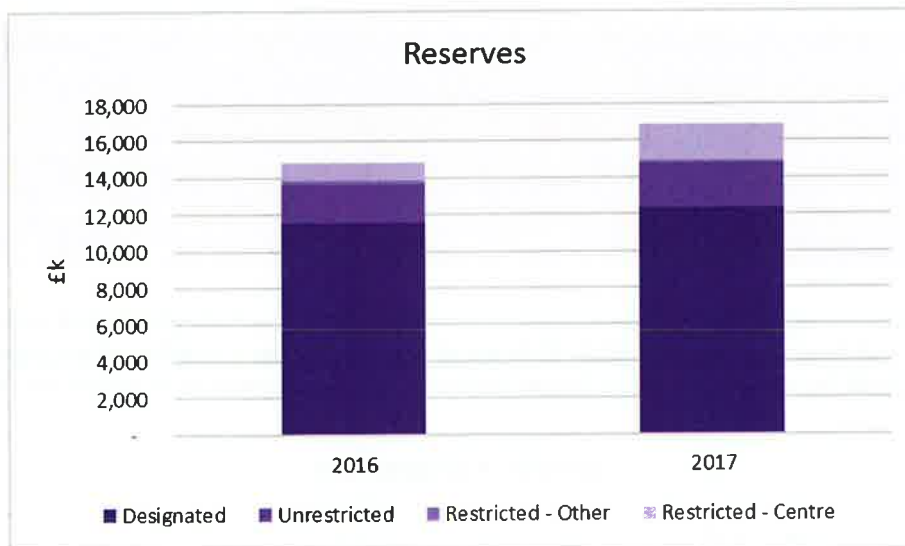
All income is recognised upon receipt except where its use is wholly or partially restricted beyond or exceeding a twelve month period by the donor, in which case the relevant proportion will be treated as deferred income.

Reserves policy

Greenhouse Sports aims to retain unrestricted funds of between three and six months of expected operating expenditure for the following year to ensure that we can meet our long term commitments to the participants, their schools, community clubs and other partners.

At the year end the charity had £2.4m (2016: £2.1m) unrestricted funds, designated reserves of £12.4m (2016: £11.5m), and restricted reserves of £2.1m (2016: £1.2m).

The unrestricted funds of £2.4m represent 6 months of the approximately £5m budgeted annual expenditure. The designated reserves relate to funds invested in the purchase of the Greenhouse Centre in February 2015 and its subsequent refurbishment, and so these funds are not readily available to be used for other purposes. Of restricted reserves, £2.0m relates to the Greenhouse Centre and can be utilised towards either refurbishment costs, running costs relating to the new centre, or to fund activities in the Greenhouse Centre.



GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

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.

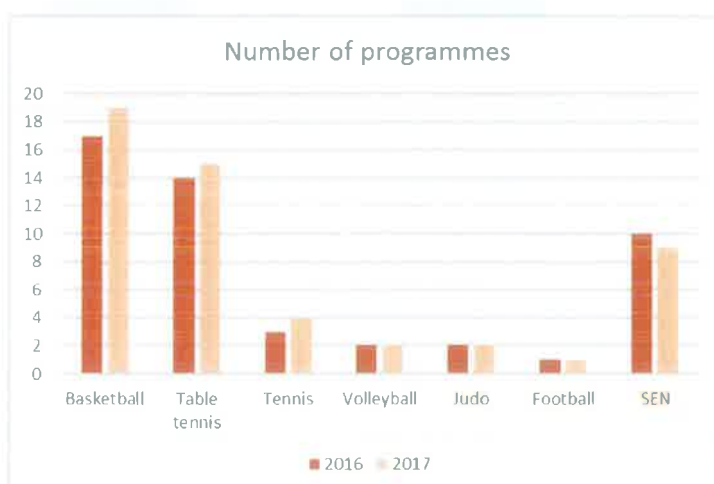
As such, Greenhouse Sports uses sports coaching and mentoring to empower young people in our community who are facing disadvantage and help them reach their full potential.

Greenhouse Sports aims to develop 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.

“Playing volleyball has enhanced Jade’s self-esteem in that she now knows she can accomplish things. She takes pride in her sporting achievements, proudly displaying her certificates and medals. That Jade is still there doing well is purely down to coach Omar’s dedication, commitment and care.”

- Jade’s carer

Greenhouse Sports ran mainstream programmes across a number of sports, including basketball, table tennis, tennis, volleyball, judo and football during the 2016/17 financial year. It also ran a number of programmes in special educational needs (SEN) schools. Details of the numbers of these programmes can be seen in the chart below:



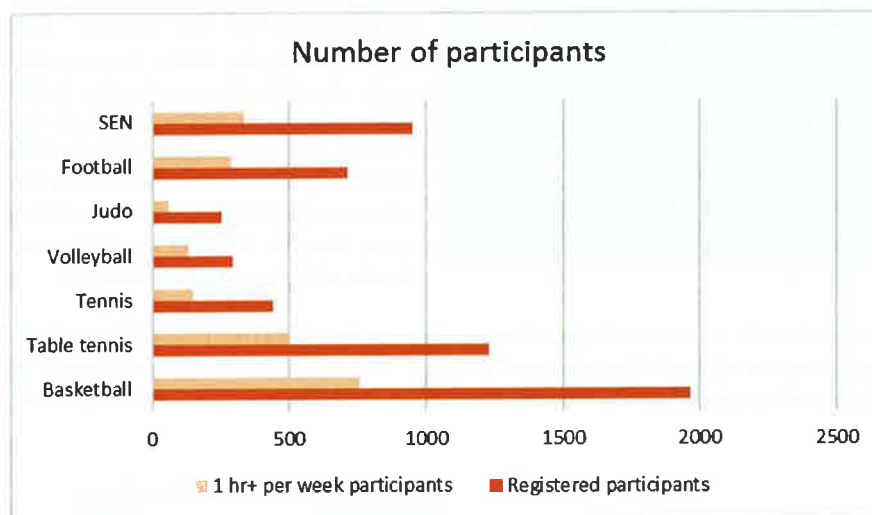
GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

In addition, Greenhouse ran sports clubs to complement its basketball and table tennis offerings, as well as a community football club, and an inclusive swim club for SEN participants.

Total participant numbers across all of the Greenhouse programmes and clubs can be seen in the chart below:



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 number of participants, by sport, averaging at least an hour per week of activity can be seen in the chart above.

In addition, we continued to run an apprenticeship programme in sports coaching for 16-24 year olds. Greenhouse Sports have 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.

Volunteers supported Greenhouse Sports across all areas of the charity's work and we are very grateful for their knowledge, experience and enthusiasm. Their roles varied from long-term regular coaching and mentoring positions to support on projects and events. During the year 79 volunteers donated almost 2,000 hours of their time to help Greenhouse Sports achieve its mission.

Financial review

During the year the charity received £4.4m income for its ongoing operations (2016: £4.4m), and restricted income of £2.3m donated for the refurbishment and ongoing operations of the Greenhouse Centre (2016: £2.9m) resulting in total income of £6.6m (2016: £7.3m).

Costs reduced from £4.7m to £4.6m, mainly due to savings on staff costs. In total, 87% of costs (2016: 92%) related to charitable activities, with most of the remainder spent on generating voluntary income.



GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017



The Greenhouse Centre project includes one-off items which have a significant impact on the financial results of Greenhouse. The table below separates out the income, costs and reserves balances related to the Greenhouse Centre to demonstrate the underlying performance of the charity (called Greenhouse Operations in this table). Income and costs categorised under the Greenhouse Centre in the table below are those relating to restricted funds for the Greenhouse Centre, and the designated fund. There is a contingent liability against the reserves for the Greenhouse Centre of up to £7,184,424, which could become due in the event that the building is sold. See note 22 for further details of this contingent liability.

It is the Trustees' view that the income and expenditure categorised under Greenhouse Operations below represents a more realistic picture of the charity's financial performance. This is because the Greenhouse Centre purchase and refurbishment is a one-off project, and the donors are unlikely to support at the same level in the future for other projects.

	Greenhouse Operations £	The Greenhouse Centre £	Total £
Income	4,362,271	2,284,424	6,646,695
Expenditure	(4,087,471)	(505,718)	(4,593,189)
Net incoming resources	274,800	1,778,706	2,053,506
Reserves b/f	2,291,128	12,530,244	14,821,372
Transfers	(36,525)	36,525	-
Reserves c/f	2,529,403	14,345,475	16,874,878

A transfer was made between the two parts of the business to reflect a recharge of office costs in prior years from the Greenhouse Centre to Greenhouse Operations. This relates to savings made as a result of using the Centre as an office base during the period from November 2015 to March 2016.

Investment powers and policy

Under the Memorandum and Articles of Association, the charity has the power to invest at the discretion of the Trustees. It is the Trustees' policy to invest surplus funds on a conservative basis.

GREENHOUSE SPORTS LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

Plans for future periods



Greenhouse Sports intends to continue to expand the number of programmes it offers and to implement the social, thinking, emotional and physical (STEP) skills methodology in the schools with which it works. We commissioned Loughborough University to validate our impact measurement externally and look forward to the published study in Autumn 2017 which will shortly bolster our ability to share what we do with funders, partners and the sector.

Greenhouse Sports will continue to enjoy the support of Sport England for its mainstream programmes, with the final year of a 3 year Lottery Funding Agreement of £0.3m pa for a Sport Development project.

The charity will also aim to complete the refurbishment of the Greenhouse Centre and then begin delivering activities there in the next financial year. A Centre Director has been recruited in August 2017, who will have responsibility for ensuring the work at the Greenhouse Centre is effectively integrated into the overall operations of Greenhouse and that it extends the role and reach of the charity into the local community.

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 Objectives and Activities. 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 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 2017

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.

By order of the Trustees

Jeff Berman (Chairman)

A handwritten signature in black ink, appearing to be 'JB', with a long horizontal stroke extending to the right.

4 October 2017

GREENHOUSE SPORTS LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2017

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 the incoming resources and application of resources, including the 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

We have audited the financial statements of Greenhouse Sports Limited for the year ended 31 March 2017 set out on pages 15 to 28. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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 auditors' 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.

Respective responsibilities of Trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement on page 12, the Trustees are also the directors of the charitable company for the purposes of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited accounts and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts.

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its 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.

Opinion on other matter prescribed by the Companies Act 2006

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees' Report.

In our opinion, based on the work undertaken in the course of our audit, the information given in the Trustees' Report for the financial year for which the statements are prepared is consistent with the accounts, and the Trustees' Report has been prepared in accordance with applicable legal requirements.

GREENHOUSE SPORTS LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF GREENHOUSE SPORTS LIMITED

Matters on which we are required to report by exception

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

- the information given in the Trustees' Report is inconsistent in any material respect with the accounts; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

HW Fisher & Company

Andrew Rich (Senior Statutory Auditor)
for and on behalf of HW Fisher & Company

Chartered Accountants
Statutory Auditor
Acre House
11-15 William Road
NW1 3ER
United Kingdom

6/11/17

GREENHOUSE SPORTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2017

	Notes	Unrestricted funds general £	Unrestricted funds designated £	Restricted funds £	Total 2017 £	Total 2016 £
<u>Income from:</u>						
Voluntary income	3	-	-	-	-	-
- The Greenhouse Centre		-	-	2,284,424	2,284,424	2,850,000
- Operational		1,020,956	-	1,158,831	2,179,787	2,696,946
Charitable activities	4	-	-	926,011	926,011	933,821
Events income	5	1,242,067	-	-	1,242,067	794,469
Investments	6	14,406	-	-	14,406	10,472
Total income		2,277,429	-	4,369,266	6,646,695	7,285,708
<u>Expenditure on:</u>						
Raising funds	7	430,510	-	149,583	580,093	381,273
Charitable activities	8	1,486,423	101,308	2,425,365	4,013,096	4,276,318
Total resources expended		1,916,933	101,308	2,574,948	4,593,189	4,657,591
Net incoming / (outgoing) resources before transfers		360,496	(101,308)	1,794,318	2,053,506	2,628,117
Gross transfers between funds		(36,525)	913,947	(877,422)	-	-
Net income for the year/ Net movement in funds		323,971	812,639	916,896	2,053,506	2,628,117
Fund balances at 1 April 2016		2,102,519	11,547,002	1,171,851	14,821,372	12,193,255
Fund balances at 31 March 2017		2,426,490	12,359,641	2,088,747	16,874,878	14,821,372

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

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	4,362,271	2,284,424	6,646,695
Expenditure	(4,087,471)	(505,718)	(4,593,189)
Net incoming resources	274,800	1,778,706	2,053,506
Reserves b/f	2,291,128	12,530,244	14,821,372
Transfers	(36,525)	36,525	-
Reserves c/f	2,529,403	14,345,475	16,874,878

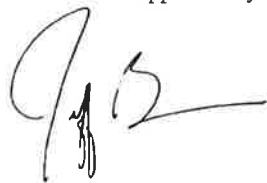
GREENHOUSE SPORTS LIMITED

BALANCE SHEET

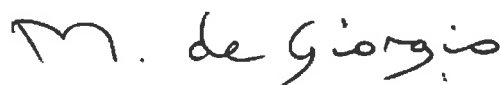
AS AT 31 MARCH 2017

	Notes	2017 £	2017 £	2016 £	2016 £
Fixed assets					
Tangible assets	12		12,397,731		11,569,556
Current assets					
Debtors	14	295,253		476,409	
Cash at bank and in hand		4,515,513		3,133,059	
		<u>4,810,766</u>		<u>3,609,468</u>	
Creditors: amounts falling due within one year	15	<u>(333,619)</u>		<u>(357,652)</u>	
Net current assets			<u>4,477,147</u>		<u>3,251,816</u>
Total assets less current liabilities			<u>16,874,878</u>		<u>14,821,372</u>
Income funds					
<u>Restricted funds</u>					
The Greenhouse Centre		1,985,834		983,243	
Operational		<u>102,913</u>		<u>188,608</u>	
	16		2,088,747		1,171,851
<u>Unrestricted funds</u>					
Designated funds – the Greenhouse Centre	17	12,359,641		11,547,002	
General unrestricted funds		<u>2,426,490</u>		<u>2,102,519</u>	
			<u>14,786,131</u>		<u>13,649,521</u>
			<u>16,874,878</u>		<u>14,821,372</u>

The accounts were approved by the Trustees on 4 October 2017.



.....
Jeff Berman
Trustee



.....
Michael de Giorgio
Trustee

Company Registration No. 4600790

GREENHOUSE SPORTS LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2017

	Notes	2017 £	2017 £	2016 £	2016 £
Cash flows from operating activities					
Cash generated from operations	21		2,332,669		2,744,905
Investing activities					
Purchase of tangible fixed assets		(964,621)		(530,670)	
Interest received		14,406		10,472	
Net cash used in investing activities			<u>(950,215)</u>		<u>(520,198)</u>
Net increase in cash and cash equivalents			1,382,454		2,224,707
Cash and cash equivalents at beginning of year			<u>3,133,059</u>		<u>908,352</u>
Cash and cash equivalents at end of year			<u>4,515,513</u>		<u>3,133,059</u>

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

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 their 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 Incoming resources

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.

1.5 Resources expended

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

Costs of generating 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 2017

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 land and buildings	Over the extended period of the lease
Fixtures, fittings & equipment	33% straight line

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 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.

1.9 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.

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.

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

1 Accounting policies

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.

1.10 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.

1.11 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 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.

3 Voluntary income

	Unrestricted funds general £	Restricted Funds £	Total 2017 £	Total 2016 £
The Greenhouse Centre	-	2,284,424	2,284,424	2,850,000
Operational	2,277,429	2,084,842	4,362,271	2,696,946
	<hr/>	<hr/>	<hr/>	<hr/>
For the year ended 31 March 2016	1,243,816	4,303,130		5,546,946
	<hr/>	<hr/>		<hr/>

Donated goods and services

The charity received the benefit of various gifts in kind during the year, in the form of sports facilities and equipment. These contribute £79,588 (2016: £113,600) to incoming resources. This figure comprises £79,588 (2016: £110,200) for facilities and £nil (2016: £3,400) for programme prizes.

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

4 Charitable activities

	2017 £	2016 £
Sports programmes	926,011	933,821

5 Events income

	Unrestricted funds general £	Restricted Funds £	Total 2017 £	Total 2016 £
External sponsorship events	346,801	-	346,801	172,038
Internal fundraising activities	895,266	-	895,266	622,431
	1,242,067	-	1,242,067	794,469
For the year ended 31 March 2016				
Events income	794,469	-		794,469

6 Investments

	2017 £	2016 £
Interest receivable	14,406	10,472

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

7 Raising funds

	Unrestricted funds general £	Restricted Funds £	Total 2017 £	Total 2016 £
<u>Costs of generating voluntary income</u>				
Other fundraising costs	46,622	149,583	196,205	163,698
Staff costs	383,888	-	383,888	217,575
	430,510	149,583	580,093	381,273
For the year ended 31 March 2016				
Costs of generating voluntary income	325,856	55,417		381,273

8 Charitable activities

	2017 £	2016 £
Staff costs	2,269,629	2,452,930
Depreciation and impairment	113,608	104,880
Charitable expenditure	601,867	664,841
	2,985,104	3,222,651
Share of support costs (see note 9)	966,273	1,003,714
Share of governance costs (see note 9)	61,719	49,953
	4,013,096	4,276,318
Analysis by fund		
Unrestricted funds – general	1,486,423	896,079
Unrestricted funds – designated	101,308	93,831
Restricted funds	2,425,365	3,286,408
	4,013,096	4,276,318

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

9 Support costs

	Support costs £	Governance costs £	2017 £	2016 £	Basis of allocation
Staff costs	696,889	29,844	726,733	757,726	Time and resource
Depreciation	22,865	-	22,865	13,629	Time and resource
Programmes insurance	18,101	-	18,101	15,483	Specific costs
IT costs	59,099	-	59,099	102,170	Time and resource
Accountancy	5,695	-	5,695	5,535	100%
Legal & professional	28,509	1,460	29,969	25,039	Specific costs
Other support costs	135,115	-	135,115	111,333	Time and resource
Audit fees	-	25,108	25,108	22,324	100%
Trustees' expenses and insurance	-	5,307	5,307	428	100%
	<u>966,273</u>	<u>61,719</u>	<u>1,027,992</u>	<u>1,053,667</u>	
Analysed between Charitable activities	<u>966,273</u>	<u>61,719</u>	<u>1,027,992</u>	<u>1,053,667</u>	

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year. One Trustee was reimbursed £78 (2016: £51) for refreshments at trustee meetings.

11 Employees

Number of employees

The average monthly number of employees during the year (full time equivalent) was:

	2017 Number	2016 Number
Total number of employees	82	93
	<u>82</u>	<u>93</u>
Employment costs		
	£	£
Wages and salaries	2,905,062	2,937,630
Social security costs	285,088	273,735
Other staff costs	129,461	190,936
Other pension costs	26,502	25,930
	<u>3,346,113</u>	<u>3,428,231</u>

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

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

	2017 Number	2016 Number
£60,000 - £69,999	2	-
£80,000 - £89,999	1	2
£90,000 - £99,999	1	-

Greenhouse Sports have been investing in the Senior Leadership Team in the year to ensure the organisation is led as professionally as possible as it continues to expand its programmes. In particular, Michael de Giorgio had been volunteering in the position of Chief Executive Officer, and he retired and was replaced by an employed Chief Executive Officer, John Herriman, during the year.

Senior Leadership Team

The Senior Leadership Team as described in the Trustees' Report received total remuneration of £299,527 (2016: £212,709).

12 Tangible fixed assets

	Leasehold land and buildings £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 April 2016	11,640,833	116,891	11,757,724
Additions	913,947	50,674	964,621
Disposals	-	(40,072)	(40,072)
	<u>12,554,780</u>	<u>127,493</u>	<u>12,682,273</u>
At 31 March 2017			
	<u>12,554,780</u>	<u>127,493</u>	<u>12,682,273</u>
Depreciation and impairment			
At 1 April 2016	93,831	94,337	188,168
Depreciation charged in the year	101,308	34,224	135,532
Eliminated in respect of disposals	-	(39,158)	(39,158)
	<u>195,139</u>	<u>89,403</u>	<u>284,542</u>
Carrying amount			
At 31 March 2017	<u>12,359,641</u>	<u>38,090</u>	<u>12,397,731</u>
At 31 March 2016	<u>11,547,002</u>	<u>22,554</u>	<u>11,569,556</u>

The current lease runs until 7 April 2082 for 66 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. Depreciation has been charged over 123 years.

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

13 Financial instruments

	2017 £	2016 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	210,698	421,632
	<hr/>	<hr/>
Carrying amount of financial liabilities		
Measured at amortised cost	255,684	287,871
	<hr/>	<hr/>

The financial assets referred to above are trade debtors (£207,898) and other debtors (£2,800) as per note 14. The financial liabilities referred to above are trade creditors (£46,753) and accruals and deferred income (£208,931) as per note 15. There are no complex financial instruments held by Greenhouse Sports.

14 Debtors

	2017 £	2016 £
Amounts falling due within one year:		
Trade debtors	207,898	410,981
Other debtors	2,800	10,651
Prepayments and accrued income	84,555	54,777
	<hr/>	<hr/>
	295,253	476,409
	<hr/>	<hr/>

15 Creditors: amounts falling due within one year

	2017 £	2016 £
Other taxation and social security	77,935	69,781
Trade creditors	46,753	84,389
Accruals and deferred income	208,931	203,482
	<hr/>	<hr/>
	333,619	357,652
	<hr/>	<hr/>

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

16 Restricted funds

	Balance at 1 April 2016 £	Incoming resources £	Movement in funds Resources expended £	Transfers £	Balance at 31 March 2017 £
The Greenhouse Centre	983,242	2,284,424	(404,410)	(877,422)	1,985,834
Table Tennis	23,717	332,987	(320,114)	-	36,590
Tennis	-	108,167	(108,167)	-	-
Basketball	16,886	783,427	(783,128)	-	17,185
Specific SEN Schools	43,465	173,356	(206,421)	-	10,400
Football Programmes	55,552	86,421	(141,973)	-	-
Management	48,989	110,000	(158,989)	-	-
Volleyball	-	40,875	(40,875)	-	-
Judo	-	44,000	(44,000)	-	-
Training	-	73,609	(34,871)	-	38,738
Mainstream (Sport England)	-	332,000	(332,000)	-	-
	<u>1,171,851</u>	<u>4,369,266</u>	<u>(2,574,948)</u>	<u>(877,422)</u>	<u>2,088,747</u>

Greenhouse is very grateful for the many generous donations from our supporters.

The Greenhouse Centre project results from generous donations that have been invested in a property in Cosway Street that will be used as a community sports centre with a special focus on table tennis.

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.

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:

Charterhouse in Southwark	The Aurum Charitable Trust
Football Foundation	The Desmond Foundation
Fulham FC Foundation	The Peter Cruddas Foundation
Garfield Weston Foundation	The Peter Minet Trust
Leathersellers' Company Charitable Fund	The Rank Foundation
Lehman Brothers Foundation Europe	The Sobell Foundation
Players of People's Postcode Lottery	The Worshipful Company of Dyers
Sport England	Tom ap Rhys Pryce Memorial Trust
Table Tennis England	Wembley National Stadium Trust
Tennis Foundation	Westminster Amalgamated Charity

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 2017

17 Designated funds

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

	Balance at 1 April 2016 £	Incoming resources £	Movement in funds Resources expended £	Transfers £	Balance at 31 March 2017 £
The Greenhouse Centre	11,547,002	-	(101,308)	913,947	12,359,641
	<u>11,547,002</u>	<u>-</u>	<u>(101,308)</u>	<u>913,947</u>	<u>12,359,641</u>

18 Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2017 are represented by:				
Tangible assets	38,090	12,359,641	-	12,397,731
Current assets	2,388,400	-	2,088,747	4,477,147
	<u>2,426,490</u>	<u>12,359,641</u>	<u>2,088,747</u>	<u>16,874,878</u>

19 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:

	2017 £	2016 £
Within one year	55,000	55,000
Between two and five years	96,250	151,250
	<u>151,250</u>	<u>206,250</u>

GREENHOUSE SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

20 Related party transactions

During the period, payments totalling £1,634 (2016: £1,352) were made to Shireburn Services Limited for software licensing and technical support. Director Michael de Giorgio and company secretary Marianne de Giorgio are 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 £2,160,275 (2016: £1,462,000). This includes amounts from Goldman Sachs and Goldman Sachs Gives – one of our Trustees was vice-chairman of Goldman Sachs until November 2016.

21 Cash generated from operations

	2017 £	2016 £
Surplus for the year	2,053,506	2,628,117
Adjustments for:		
Investment income recognised in profit or loss	(14,406)	(10,472)
Loss on disposal of tangible fixed assets	914	195
Depreciation and impairment of tangible fixed assets	135,532	118,214
Movement in working capital:		
Decrease/(increase) in debtors	181,156	(67,581)
(Decrease)/increase in creditors	(24,033)	76,432
Cash generated from operations	2,332,669	2,744,905

22 Contingent liabilities

At 31 March 2017, there is a contingent liability of £7,184,424, 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.

Meet Daijaun

Greenhouse Sports participant
Year 7-10

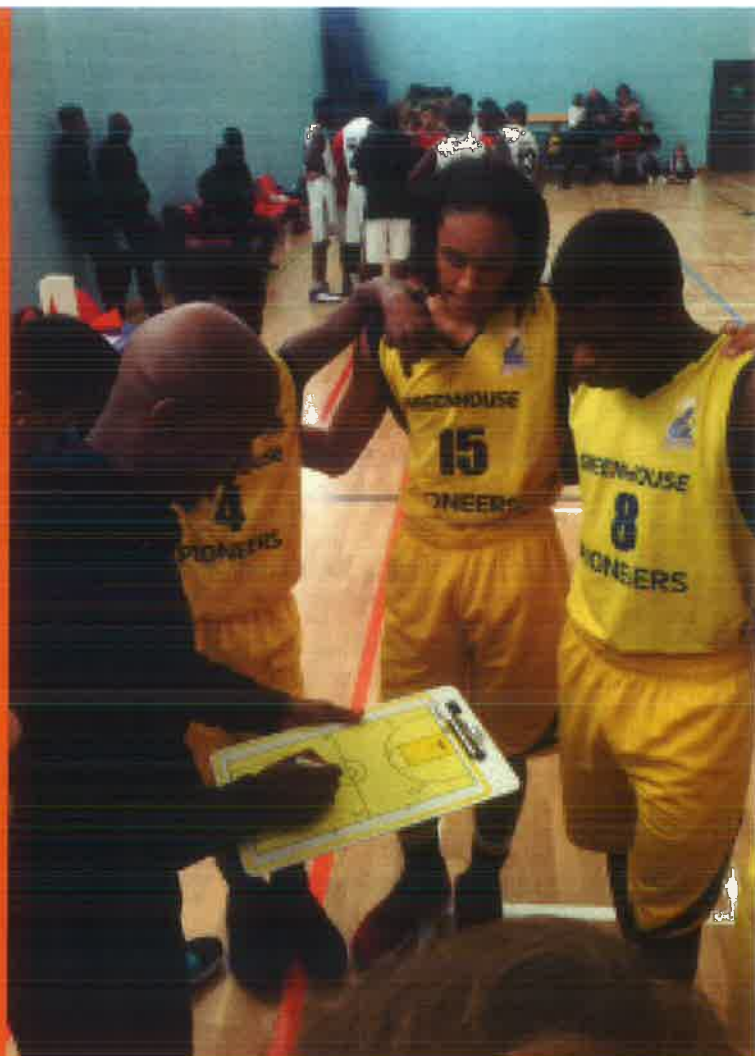
"Daijaun is no longer the shy boy I met nearly four years ago. He is an articulate, disciplined, resilient, young man with a great heart who I'm proud to have worked with. I have no doubt this is the very beginning of his journey and I can't wait to see where it goes."

- Greenhouse Sports Basketball Coach Alexis.

Daijaun joined Greenhouse Sports' basketball programme at Saint Gabriel's College in South London in 2014, when he was in Year 7. From the outset, Coach Alexis noticed that he was an extremely shy individual, with low confidence and self-esteem, but that he also possessed the build and athletic ability to play basketball at an excellent level. Alexis began working with Daijaun to coax him out of his shell and, throughout Year 7, Daijaun worked hard, with his performances on court matching his personal growth.

In Year 8, he played for Coach Lucio with the London Greenhouse Pioneers, which offers pathways for players looking for more competitive play. To begin with, Daijaun struggled with this challenge, so much so that Coach Lucio cut him from the team due to lack of effort. Lucio wanted Daijaun to show how much he wanted to play on the team, and it worked - Daijaun called Lucio a few days later, asking for another chance. He played incredibly well for the rest of the season and subsequently was selected for an England Under 14s team.

His attendance on Greenhouse Sports' international trip to Bosnia, supported by Prudential was another new experience that had a huge impact in building up his self-esteem and opening his eyes to potential opportunities abroad.



Daijaun has now signed a seven year contract with the Trieste Basketball Club, where he will get a private education and complete his GCSEs. The club will give him the opportunity to build on his skills as a basketball player, while also continuing his education.

"Since joining Greenhouse Sports my son has grown from a shy young boy to a confident and articulate young man...I cannot thank Greenhouse Sports enough for believing in my son and helping him realise that if he works hard and has the right attitude, the sky will be his limit."

- Daijaun's mother