

PARKS REPORT
RLA – 25 JUNE 2026

Broomfield:

Preparation for cricket was undertaken.

The damage caused by the fire at the Pavilion (4 April) was patched up.

There were issues with the new cricket pitch surface due to a lack of rain.

Renovations to football pitches are underway.

The “car springer” was removed from the play area for repairs.

Heritage Park:

The sight lines on PROW DS6 were cut back.

The shrubs at the car park were cut back and cleared.

Knockhall:

The football pitches have been renovated.

Manor Park:

A damaged seat on the roundabout was repaired.

A large tree stump was damaged by ASB and is being monitored.

Swanscombe Park:

Preparation for the bowls season were undertaken.

The bare areas by the play area were topped up with spoli8 from the cricket pitch replacement.

The wild flower meadow was prepared for summer.

The electric meter for ther toilet blockm mess room and bowls pavilion was upgraded.

The tennis courts were prepped abnd opened.

The energizer box for the fox repellent femnce was repaired under warranty.

The benches around the bowls green were repaired.

The shrubs along the cemetery wall were cut back and the privet hedge topped.

Bedding plants for the memorial were planted.

Saxon Court:

The ropes for the Trim Trail at Saxon Court require replacing and the Senior Groundsman / Gardener has obtained a quote from the supplier.

Soil is being dumped in the corner of the park. The parks staff have been distributing this across the flower beds.

Equipment / Staffing:

The x2 new general mowers were collected on 14 April 2026.

The trainee groundsman/gardener submitted his portfolio for assessment (Hadlow College).

Miscellaneous:

Gang mowing has started.

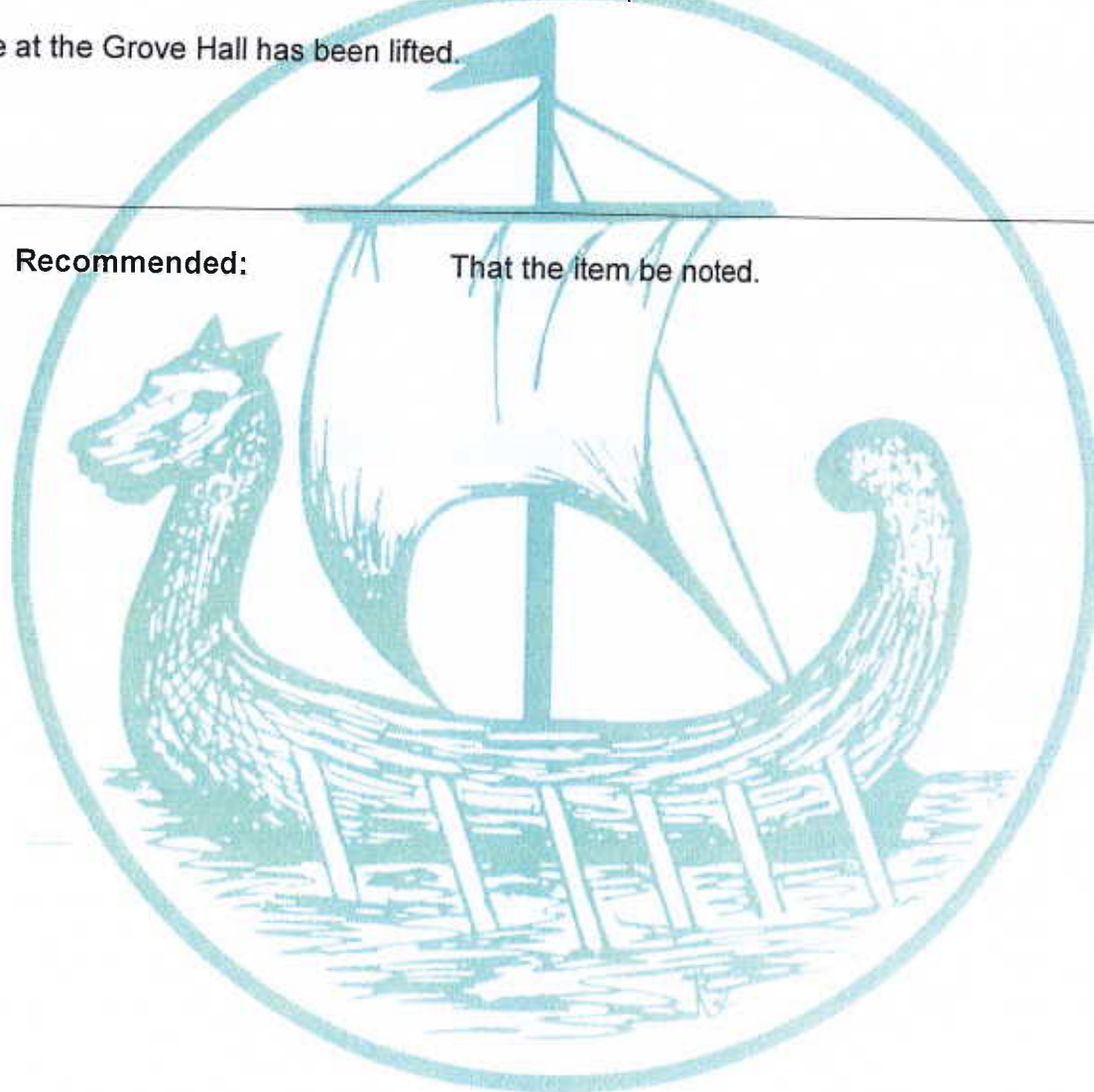
Bare areas have been topped up.

Hard surfaces have been treated for moss removal/prevention.

A tree at the Grove Hall has been lifted.

Recommended:

That the item be noted.



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From: Info <info@swanscombeandgreenhithetowncouncil.gov.uk>

Dear

Thank you for contacting the Town Council, it is greatly appreciated.

Unfortunately, due to financial constraints there are currently no scheduled plans for upgrades or new equipment in the Town Councils parks and play areas but, please be assured that I will provide your email to the next meeting of the Recreation, Leisure & Amenities Committee so that they are aware of your comments.

The Town Council do undertake regular checks of the play equipment but, I have made our Senior Groundsman / Gardener aware of your query so that he can investigate and check for any new faults/damage to the current equipment.

Thank you again for your query and engagement with Saxon Court.

Yours sincerely,

Indigo Allred
Administration Officer

Swanscombe & Greenhithe Town Council
Council Offices | The Grove | Swanscombe | Kent | DA10 0GA
Tel: 01322 385513

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Dear Greenhithe and Swanscombe Council,

I am writing to ask whether there are any current or planned improvements to the children's play equipment at Pilgrims View children's play area in Greenhithe.

This park is an important space for families within the Saxon Court housing estate, but the current equipment is quite limited and does not cater well for children of all ages, especially younger ages. In addition, the ropes on the wooden obstacle course are worn and need attention or replacement.

I would be grateful if you could let me know:

- Whether any upgrades or new equipment are scheduled
- If there is a timeline for these improvements
- Whether the worn equipment is due to be repaired or replaced

If there are no plans currently in place, I would also appreciate guidance on how the local community can get involved in helping to improve the play area, including any processes for proposing or supporting upgrades.

Thank you for your time, and I look forward to your response.

Kind regards,

Info

From:
Sent:
To:
Subject:
Attachments:

[WARNING] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Good afternoon, Indigo

Thank you for your response.

I appreciate that you need to get this reviewed in the council meeting. What I can do for you, is I will issue the invoice for PPL and PRS currently for the year moving forward. Once you have had the meeting in June, if you let me know the decision, we can either get payment resolved for the invoice, or get it re issued with any amendments required.

It is also possible that you can have the PPL for some of the classes if some of the instructors have their own but not all.

I have attached the invoice and usage summary for the current invoice.

If you have any other queries, please do not hesitate to contact me.

Kind Regards,



Where does my money go?
By purchasing TheMusicLicence you are supporting the future of music, by helping ensure its creators are fairly paid for their work.

PPL PRS Ltd, Mercury Place, 51 George Street, Leicester LE1 1GG.

[Find out more](#)





Invoice

Martin Harding
 Swancombe & Greenhithe Town Council Offices
 Swanscombe & Greenhithe Town Council
 Council Offices
 The Grove, Swanscombe
 DA10 0GA
 Kent

Licence Account	01664733
Account Description	
Customer Account	CUS-01153391
Customer Account Details	Swancombe & Greenhithe Town Council Offices The Grove Swanscombe Kent DA10 0GA
Invoice	SIN3362473
Invoice Issue Date	27/05/2026
Invoice Due Date	24/06/2026

This invoice sets out the royalties due for TheMusicLicence for the royalty period specified in the enclosed Usage Summary, which contains the details of your music usage. TheMusicLicence Terms and Conditions apply.

Totals	Royalties (Excl. VAT)	VAT (20%)	Total Royalties (Incl. VAT)
	£1,385.65	£277.13	£1,662.78

A number of PPL's tariffs are subject to a 50% surcharge to discourage unlicensed music use and late payment of royalties, and to compensate for the associated costs. It is important to pay your invoice in full by the due date, otherwise a surcharge may be applied to your account. If a surcharge is applied, a separate surcharge invoice will be issued. Please visit www.PPLPRS.co.uk for more information.

Royalty	Amount	VAT
PRS	£851.73	£170.35
PPL	£533.92	£106.78

Remember:
 To ensure efficient processing of your payment, you'll need to quote your **Payment Reference 01664733SIN3362473**

Info

From:
Sent:
To:
Subject:

[WARNING] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi Indigo

Nice to meet you.

We do not have any music licensing arrangements at I

- As a Parish Council we do not host fundraising events, exercise classes, or public dances featuring recorded music so the hall itself does not need to hold a PPL.
- Private Parties: If an individual hires the hall for a private, non-commercial event (like a family birthday), the hall's licence does not cover the event, but private social events are legally exempt from requiring a PPL.
- Commercial Hires: If a third party hires the hall to run a commercial, ticketed event, or a profit-making class (like zumba or fitness sessions) using recorded music, the hirer is usually responsible for obtaining their own PPL licence.

Hope this helps.

Kind regards

Parish Council

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9 - Low Risk

Item: Rope Traverse
Manufacturer: Unknown
Surface Type: Grass
Item Part Number: Parallel Rope Traverse
Item Quantity: 1
Equipment Compliance: Yes
Surface Area Compliance: Yes
Total Findings: 4



Finding 1
 There is some strimmer / machinery damage apparent on the posts, this can penetrate the preservative applied to the timber and accelerate the rotting process - Monitor for any deterioration (rot) and replace as required

Finding 2
 The rope has worn and wire strands are exposed - Replace rope or net

Finding 3
 There is some evidence of rot in the timber - Monitor for any further deterioration and replace as required

Finding 4
 The timber has a number of splits/shakes or air cracks and this may affect the stability or allow water ingress which will accelerate the rotting process - Monitor to ensure the splits do not cross through fixing points of the structure and/or cause any instability

6 - Low Risk

Item: Stepping Posts Timber
Manufacturer: Unknown
Surface Type: Grass
Item Quantity: 1
Equipment Compliance: Yes
Surface Area Compliance: Yes

Total Findings: 2



Finding 1
 There is some strimmer / machinery damage apparent on the posts, this can penetrate the preservative applied to the timber and accelerate the rotting process - Monitor for any deterioration (rot) and replace as required


Finding 2
 There is some evidence of rot in the timber - Monitor for any further deterioration and replace as required



8 - Low Risk

Item:	Burma Bridge
Manufacturer:	Unknown
Surface Type:	Grass
Item Quantity:	1
Equipment Compliance:	Yes
Surface Area Compliance:	Yes

Total Findings: 5



Finding 1
There is some strimmer / machinery damage apparent on the posts, this can penetrate the preservative applied to the timber and accelerate the rotting process - Monitor for any deterioration (rot) and replace as required

Finding 2
The timber has a number of splits/shakes or air cracks and this may affect the stability or allow water ingress which will accelerate the rotting process - Monitor to ensure the splits do not cross through fixing points of the structure and/or cause any instability

Finding 3
There is algae or moss on the surface of the equipment - Clean and treat appropriately


Finding 4
The rope has worn and wire strands are exposed - Replace rope or net

Finding 5
There is some evidence of rot in the timber - Monitor for any further deterioration and replace as required

6 - Low Risk

Item:	Stepping Posts Timber
Manufacturer:	Unknown
Surface Type:	Grass
Item Quantity:	1
Equipment Compliance:	Yes
Surface Area Compliance:	Yes

Total Findings: 2




Finding 1
There is some strimmer / machinery damage apparent on the posts, this can penetrate the preservative applied to the timber and accelerate the rotting process - Monitor for any deterioration (rot) and replace as required

Finding 2
There is some evidence of rot in the timber - Monitor for any further deterioration and replace as required

9 - Low Risk


Item:	Rope Traverse
Manufacturer:	Unknown
Surface Type:	Grass
Item Part Number:	Cross Rope Traverse
Item Quantity:	1
Equipment Compliance:	Yes
Surface Area Compliance:	Yes
Total Findings:	3



Finding 1	Finding 2
There is some strimmer / machinery damage apparent on the posts, this can penetrate the preservative applied to the timber and accelerate the rotting process - Monitor for any deterioration (rot) and replace as required	The rope has worn and wire strands are exposed - Replace rope or net
Finding 3	
There is some evidence of rot in the timber - Monitor for any further deterioration and replace as required	

8 - Low Risk

Item:	Balance Beam
Manufacturer:	Unknown
Surface Type:	Grass
Item Part Number:	Inclined Balance Beam
Item Quantity:	1
Equipment Compliance:	Yes
Surface Area Compliance:	Yes
Total Findings:	2



Finding 1	Finding 2
There is algae or moss on the surface of the equipment - Clean and treat appropriately	There is some strimmer / machinery damage apparent on the posts, this can penetrate the preservative applied to the timber and accelerate the rotting process - Monitor for any deterioration (rot) and replace as required

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Graham Blew

From: Nicky Pye <Nicky.Pye@GCLL.co.uk>
Sent: 11 May 2026 12:53
To: Graham Blew
Cc: Stephen Wren
Subject: Annual Report and Signed Audited Accounts 2025
Attachments: Financial Statement - 2025.pdf; ANNUAL REPORT 2025 3.pdf

[WARNING] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Good afternoon Graham

I hope that you are keeping well.

Please find attached our 2025 Annual Report and signed audited Accounts for 2025 for your information.

Kind Regards

Nicky Pye
Finance Director

Gravesham Community Leisure Limited
Head Office
Cascades Leisure Centre
Thong Lane
Gravesend
Kent
DA12 4LG



“Our Communities’ First Choice for Fitness,
Sport, and Leisure Services”



Registered in England No. 28949R

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Gravesham Community Leisure Limited

Annual Report Year End 2025



Head Office: Cascades Leisure Centre, Thong Lane, Gravesend, Kent DA12 4LG

Tel: 01474 556000 Email: info@gcll.co.uk

Registered in England as a Community Benefit Society

Registration number: 28949R

Vat Number: 725070850

Formed: 10th August 1999



Attendance	Age	Gender
51%	52%	41%
58%	45%	50%

YOUR HEART AND RIDE
 YOUR HEART AND RIDE
 LET'S DO IT
GOAL

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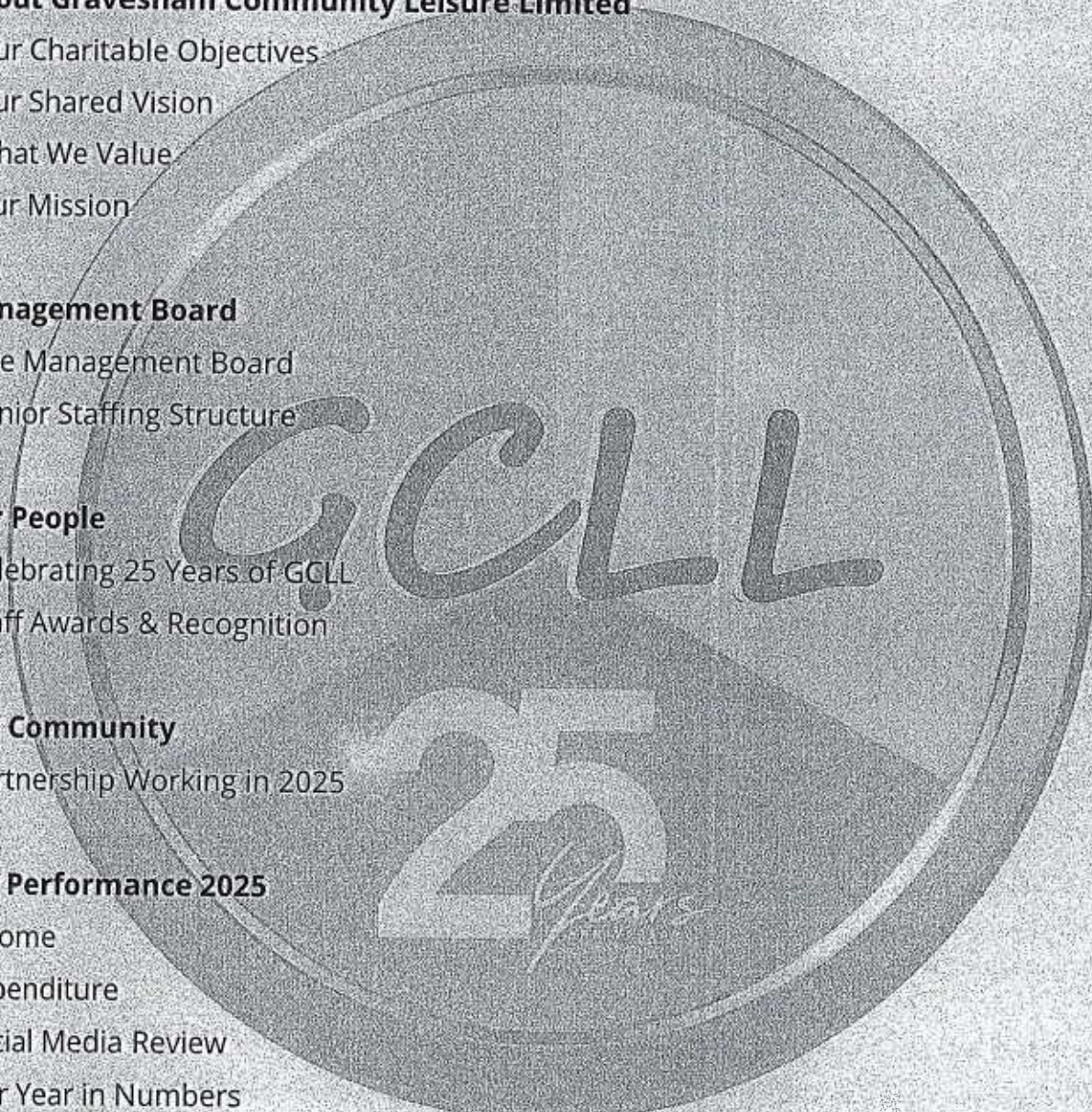
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CEO and Chairman Foreword

Welcome to Gravesham Community Leisure Limited's Annual Report for 2025

As we reflect on the past year, we are proud to report that 2025 has been a year of strong delivery, disciplined management, and meaningful community impact. Building on the momentum of our 25th anniversary year, we have achieved increased revenue and delivered a significant operating surplus. Importantly, this surplus has enabled us with Gravesham Borough Council to reinvest into our facilities and services— reinforcing the strength, transparency, and maturity of our partnership model.

This achievement reflects careful financial stewardship, responsible growth, and a clear focus on long-term sustainability. As a not-for-profit leisure provider, our success is measured not simply by financial performance, but by the value we create for the community and the public assets we are entrusted to manage. Delivering a surplus that supports both reinvestment and our Council partnership demonstrates that GCLL continues to operate in a financially resilient and socially responsible manner.

Our Shared Vision remains clear: to be our community's First Choice for Sport and Leisure services, improving Health and Happiness through regular physical activity. Throughout 2025, that vision has guided every decision we have made — from service development and financial planning to capital investment and community outreach.

Operationally, the organisation has performed strongly. Participation across our Health & Fitness memberships and Swim Academy has continued to grow, supported by a focused strategy on accessibility, service quality, and customer experience. Our commitment to inclusive provision has strengthened further through programmes such as Active GP Referrals, Parkinson's and MS exercise sessions, Good Boost, and our expanding outreach initiatives — ensuring we remain accessible to all members of our community.

In 2025 we also saw the successful delivery of planned capital investment across our sites. Improvements at Cygnet Leisure Centre, including refurbishment works and new equipment installations, alongside enhancements at Cascades and The Swanscombe Centre, demonstrate our ongoing commitment to maintaining quality facilities that exceed the expectations of our service users. These investments not only enhance the customer experience but protect the long-term value of the community assets we manage on behalf of our partners.

Financial stewardship has remained central to our approach. Through careful cost management, reduced utility expenditure, and strategic workforce planning, we have strengthened our operating position while continuing to prioritise quality and accessibility. We remain committed to paying above the National Living Wage, supporting our ambition to be an Employer of Choice, and recognising that our people are fundamental to our success.

A key highlight of 2025 was the reintroduction of our staff awards. In November, we celebrated our team at the 2025 GCLL Team Awards — a special evening dedicated to expressing our gratitude to the incredible people who make GCLL exceptional. Every team member had the opportunity to nominate their peers across five categories, with two additional awards nominated by the Senior Management Team and Board Members. We were also proud to present the People's Choice Award, determined by nominations from our centre users. Congratulations to Group Exercise Instructor and Personal Trainer, Fumi Fisher, for winning this prestigious recognition. It was a fantastic evening celebrating the dedication, professionalism and spirit that define our organisation.

2026 and Beyond

Looking ahead to 2026, we will continue to build on this solid foundation and continue to listen to our community. We will deliver more planned investment and further upgrades at Cygnet Leisure Centre, including significant gym improvements, front-of-house enhancements, new Health Suite and additional proposals for the development of the changing facilities. Alongside this, we will continue to expand our Active Now community programme, grow participation across all three sites and further strengthen our partnership working across health, education, and local government.

Importantly, 2026 will also mark a significant milestone for the borough, with work now commencing on the new Cascades Leisure Centre in Gravesham. This transformational project represents a major step forward in delivering sustainable, modern, and high-quality leisure facilities that will serve residents and support regional events for many years to come. To this end our approach remains balanced and focused: grow participation responsibly, manage public resources prudently, reinvest wisely and place our community at the centre of everything we do.

Finally, we would like to extend our sincere thanks to our community, Gravesham Borough Council, Swanscombe and Greenhithe Town Council, our partners, and most importantly our dedicated GCLL team. Their professionalism, resilience and commitment ensure that GCLL continues to thrive as a trusted community leisure provider. Together, we move forward with confidence — strengthening leisure provision, delivering public value, and supporting the health and happiness of our community every day.



Stephen Wren

Chief Executive Officer Gravesham Community Leisure Limited



Clr Shane Mochrie-Cox

Chairman and Council Representative Gravesham Community Leisure Limited



About Gravesham Community Leisure Limited

Gravesham Community Leisure Limited (GCLL) was established in 1999 as a staff-owned Industrial and Provident Society and is now registered under the Co-operative and Community Benefit Societies Act 2014. The organisation holds charitable status and operates on a not-for-profit basis, reinvesting all surpluses back into the services and facilities it manages for the benefit of the local communities it serves.

GCLL is governed by a voluntary Management Board whose members contribute their time, expertise and experience to ensure strong, balanced governance. The Board includes representation from staff society members, leisure industry specialists, customers and individuals with relevant professional skills.

GCLL successfully operates three publicly owned leisure centres under partnership contracts with Gravesham Borough Council (GBC) and Swanscombe and Greenhithe Town Council (SGTC). In addition, the organisation has provided consultancy support within the leisure trust sector, including assisting with trust establishment, business recovery, and service transfers.

Our Charitable Objects

The objects of the Society are:

"To provide for the General Public, in the County of Kent, facilities for recreation and leisure time occupation in the interests of social welfare and health, and to advance the education of the public in leisure activities."

(Gravesham Community Leisure Limited – Society Rules 2006)

Our Shared Vision

To be our community's First Choice for Sport and Leisure services, improving Health and Happiness through regular exercise. We aim to create a safe, fun and affordable environment where everyone can get active, enhance their physical and mental wellbeing and build stronger community connections.

What We Value

Our values guide our culture and decision-making:

- Our Community – Service is our top priority.
- Building Trust – Strong partnerships create sustainable organisations.
- Being Better Every Day – We strive for continuous improvement.
- Promoting Diversity and Inclusivity – We foster equality, inclusion and belonging.
- Creating Enjoyable and Purposeful Jobs – We support development and meaningful careers.
- Valuing Each Other – We encourage mutual respect and support.
- Making the Right Decisions – If it is not right for our community, we will not pursue it.
- Our Environment – We aim to minimise environmental impact and maximise positive outcomes.

Our Mission

To create a truly sustainable organisation while being the leisure employer of choice in Northwest Kent.

We will:

- Champion health and fitness through accessible membership options and measurable wellbeing tools such as Myzone, TRAKK and Boditrax.
- Deliver high-quality swim programmes and lessons for all age groups in a safe and welcoming environment.
- Maximise use of our facilities to promote sport, activity and community participation.
- Invest in training and development, supporting clear career progression within the sports and leisure industry.

Governance and Leadership

The Management Board provides strategic oversight, ensuring financial sustainability, community relevance and strong governance.

Management Board

Chairman and Council Representative
Cllr Shane Mochrie-Cox

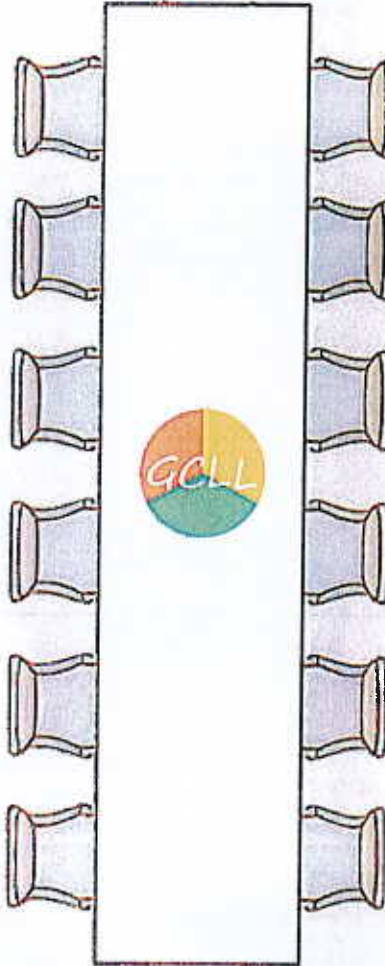
Council Representative
Cllr Jo Hart

Customer Representative
Kathlyn Thomas

Staff Representative
Helen Lake

Staff Representative
Wayne Pedrick

Staff Representative
Sonya Sims



Chief Executive Officer
Stephen Wren

Specialist Skill Representative
David Hopkins

Customer Representative
Sue Butterfill

Company Secretary
Nicky Pye

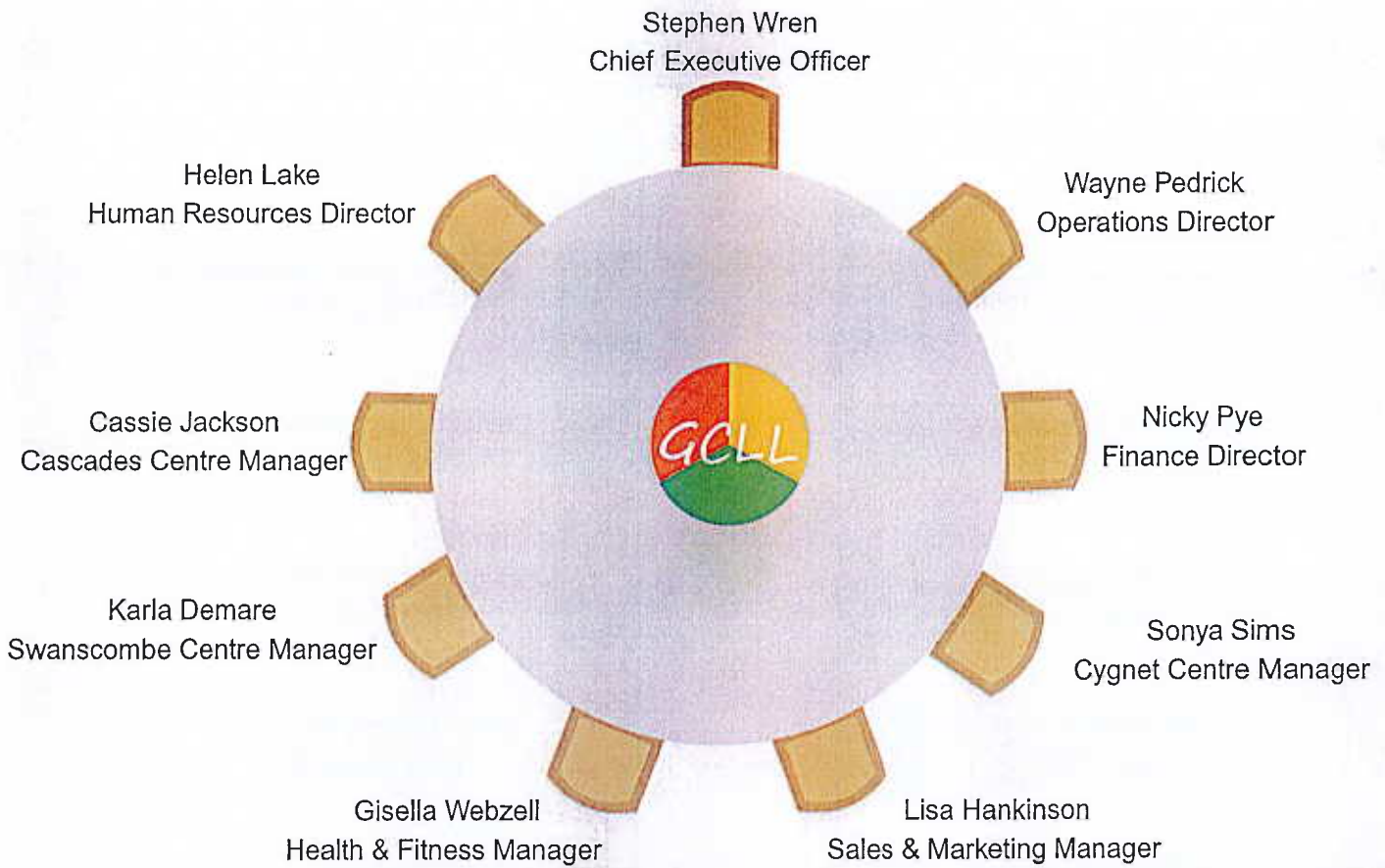
Staff Representative
Gisella Webzell

Staff Representative
Cassie Jackson



Senior Leadership Team

Together, the Board and Senior Leadership Team are committed to delivering sustainable, inclusive and high-quality leisure services that meet the evolving needs of our community.



Our People

Celebrating 25 Years of GCLL

In 2025, we proudly marked 25 years since GCLL was founded on the belief that leisure, health and wellbeing are not luxuries, but essentials for thriving communities. From our beginnings in 1999 as a small, staff-owned organisation with limited resources but limitless determination, GCLL has grown into a trusted, community-focused leisure provider serving thousands of residents each week.

Reflecting on this milestone, Chief Executive Officer Stephen Wren commented:

"When GCLL was established 25 years ago, it was built on a simple but powerful idea — that leisure and wellbeing should sit at the heart of every thriving community. What makes me most proud is not just the growth of the organisation, but the lives we have touched along the way. Our legacy is written in the confidence of a child learning to swim, in the resilience of someone improving their health, and in the friendships formed across our centres. The past 25 years have been remarkable — and the best is still to come."

Our anniversary celebrations brought together board members, partners, staff past and present, and community representatives to reflect on this journey. It was a moment of pride — not only in how far we have come, but in the values that have remained constant: community, inclusivity, sustainability, and integrity.





Staff Awards & Recognition

In November, we were delighted to reintroduce the GCLL Team Awards — an evening dedicated to recognising the exceptional people who make our organisation what it is.

The awards celebrated colleagues across five peer-nominated categories, with additional recognition presented by the Senior Management Team and Board Members. The evening reflected the strength of our internal culture — one built on respect, teamwork, and appreciation.

Commenting on the importance of recognising our team, Human Resources Director Helen Lake said:

“Our people are our greatest strength. The GCLL Team Awards are about more than celebration — they are about valuing the dedication, care, and professionalism our staff demonstrate every single day. Recognition builds confidence, strengthens culture and reinforces our commitment to being an employer of choice. We are incredibly proud of the team we have built.”

The evening was an acknowledgement that much of what makes GCLL successful happens quietly and consistently — early mornings, late evenings, problem-solving behind the scenes, and supporting members at every stage of their wellbeing journey. We are immensely proud of our team. Their passion, resilience and care ensure that GCLL is not simply a leisure provider, but a true community hub.

Team Award Winners

Spotlight Award - Jordan

Team Player - Nicola

Everyday Hero - Dan

Impact Award - Andy

GCLL Individual Award - Tracy

People's Choice - Fumi

GCLL Team Award - Finance Team

Centre of the Year - The Swanscombe Centre







Our Community & Partnership Working

Promoting health and happiness remains central to our mission. Through strong collaboration with local health partners, we continue to deliver inclusive and impactful wellbeing programmes.

Our Phase 4 Cardiac Rehabilitation Scheme, delivered in partnership with Dartford & Gravesham NHS Trust, supports individuals in maintaining recovery and improving long-term heart health. Specialist sessions such as Parkinson's UK classes and MS exercise programmes provide tailored support for those managing long-term health conditions, often through direct referral pathways from healthcare professionals.

We also continue to work with local groups and community organisations to increase participation among young people and families, offering swimming lessons, children's activities and accessible opportunities to get active. These partnerships ensure that our centres are more than leisure facilities — they are wellbeing hubs that actively contribute to preventative health and social inclusion across the borough.

GCLL is proud to play an active role in supporting both national and local charitable initiatives. We contribute to major fundraising campaigns such as Red Nose Day, Swimathon and Children in Need, raising vital funds for these important causes. Alongside this, we maintain a close and meaningful connection with The Elliott Holmes Memorial Fund, supporting its ongoing efforts in the community to provide, self-referral free mental health counselling for the young people of Gravesham. We are equally committed, working with schools and community groups by donating raffle prizes such as family swim sessions and free membership vouchers, helping to boost fundraising efforts and strengthen community spirit.

Community and partnership working are not standalone initiatives — they are embedded in everything we do. Whether through local employment, health referrals, youth engagement, or strategic investment, our focus remains the same: to strengthen community wellbeing and create opportunities for people of all ages and abilities to lead active, healthy lives.



Our Performance

Review of the business

The Board reports that 2025 has been a successful year for Gravesham Community Leisure Limited (GCLL), with continued strong operational performance and sustained demand across its facilities.

The Company has maintained its position as a leading provider of sport and leisure services within the community. Its strategic focus on promoting health, wellbeing and community inclusion continues to underpin operations and service delivery.

Investment in staff development remained a priority during the year, with employees undertaking qualifications in First Aid at Work, Personal Training and Swim Teaching, supporting service quality and operational resilience.

Participation levels remained robust throughout 2025, supported by a broad programme of activities and partnerships with external organisations, including health and community initiatives. Facility utilisation remained high across all sites, reflecting continued customer engagement and demand.

Overall, the Company has delivered a stable and resilient operational performance during the year.

Income

The Company generated total income excluding the management fee and interest of £4,493,065 for the year ended 31 December 2025 (2024: £4,273,692), representing continued growth year-on-year.

Income performance was driven primarily by health and fitness memberships, which contributed £2,528,557, alongside coaching, catering and other operational income streams.

Interest receivable for the year amounted to £36,026 (2024: £40,534), reflecting prevailing interest rates. The Management Fee remained consistent at £58,500 (2024: £58,000).

Expenditure

Total expenditure for the year was £4,404,353 (2024: £4,327,068), representing effective cost control and a favourable variance against budget. Staff costs totalled £2,381,797, reflecting increases in statutory wage rates during the year.

Utilities expenditure, including gas, electricity and water, was lower than budget, contributing to overall cost savings.

Expenditure on repairs, maintenance and equipment increased during the year, with equipment costs of £141,765, reflecting continued investment in the Company's facilities and infrastructure.

In 2025 GCLL reinstated payments back to GBC for the Management Fee totalling £82,696.

Other operating costs were generally controlled within budget expectations.

Surplus

The Company generated a surplus of £183,237 for the year ended 31 December 2025 (2024: £174,317), significantly exceeding the budgeted surplus by £158,735.

This performance reflects effective financial management, continued income growth and controlled expenditure.

Conclusion

The Board considers that the Company remains in a strong financial and operational position at the year end.

The results for 2025 provide a sound basis for continued stability and development, enabling the Company to maintain and enhance its service provision in the forthcoming year.





Facebook
9392
Followers
+ 942



TikTok
1234
Followers
+ 275



Instagram
2147
Followers
+ 296



LinkedIn
601
Followers
+96



Threads
323
Followers
+35

**Digital
Platforms
2025**



Vimeo
13,700
Video Views



GCLL App
14,450
Followers
+515



Website
200,000 +
Website Profile
Views



Active Centre
Members
10,585



Total
Attendances
743,899



Swimming Academy
Participants
2030



Number of Schools
on Swim Lessons
20

Our Year in
Numbers
2025



Group Class
Attendances
79,602



Online Staff
Training Courses
245



Lifeguard Wet &
Dry Training Hours
844



Outreach Events
Attended
12



Branded Giveaways
Distributed
10,000 +



Raised for
Charity
£4K +

Supporting Partners



SWANSCOMBE & GREENHITHE
TOWN COUNCIL



PARKINSON'S^{UK}
CHANGE ATTITUDES. FIND A CURE. JOIN US.



More people
More active
More often.



**SPORT
ENGLAND**



active
Kent & Medway



ROYAL
LIFE SAVING
SOCIETY UK



**Swim
England**

Commercial Partners



good boost





The image features a central circular emblem with a red border. The emblem is divided into three sections: a top-left brown section, a top-right orange section, and a bottom green section. The letters 'GCLL' are written in white across the emblem. A yellow horizontal bar is positioned to the left of the emblem, and a green vertical bar is to its right. The background is white with faint, illegible text.

GCLL

REGISTERED NUMBER: IP28949R

Annual Report and
Financial Statements for the Year Ended 31st December 2025
for
Gravesham Community Leisure Limited

Gravesham Community Leisure Limited

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for the year ended 31st December 2025

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Gravesham Community Leisure Limited

Society Information
for the year ended 31st December 2025

MANAGEMENT BOARD: Cllr Shane Mochrie-Cox

Miss Kathlyn Thomas
Mrs Sue Butterfill
Mr Stephen Wren
Mrs Sonya Sims
Miss Cassie Jackson
Cllr Jo Hart
Mr David Hopkins
Mr Wayne Pedrick
Mrs Helen Lake
Ms Gisella Webzell

Chair & Council Representative
Customer Representative
Customer Representative
Chief Executive Officer
Staff Representative
Staff Representative
Council Representative
Specialist Skills Representative
Staff Representative
Staff Representative
Staff Representative

REGISTERED OFFICE: Cascades Leisure Centre
Thong Lane
Gravesend
Kent
DA12 4LG

REGISTERED NUMBER: IP28949R

AUDITORS: Beak Kemmenoe
Chartered Accountants
& Statutory Auditors
1-3 Manor Road
Chatham
Kent
ME4 6AE

Gravesham Community Leisure Limited

Report of the Management Board
for the year ended 31st December 2025

The Management Board of Gravesham Community Leisure Limited ("the Society") presents its report with the Financial Statements for the year ended 31st December 2025.

MANAGEMENT OF THE SOCIETY

The GCLL team have a wealth of experience. Our approach is about bringing forward a "Shared Vision" which is truly sustainable, which creates an inclusive culture, creating a day-to-day working environment that is in sync with the changes and challenges within society and specifically in the local area of benefit. Our goal is to deliver a leisure experience that is socially relevant to the Community, making service our top priority by giving our time, knowledge, and experience.

		Shares held as at 31/12/2025	Shares held as at 01/01/2025 or date of appointment
Cllr Shane Mochrie-Cox	Chair & Council Representative	-	-
Miss Kathlyn Thomas	Customer Representative	-	-
Mrs Sue Butterfill	Customer Representative	-	-
Mr Stephen Wren	Chief Executive Officer	1	1
Mrs Sonya Sims	Staff Representative	1	1
Miss Cassie Jackson	Staff Representative	1	1
Cllr Jo Hart	Council Representative	-	-
Mr David Hopkins	Specialist Skills Representative	-	-
Mr Wayne Pedrick	Staff Representative	1	1
Mrs Helen Lake	Staff Representative	1	1
Ms Gisella Webzell	Staff Representative	1	1

Only employees of Gravesham Community Leisure Limited are entitled to hold shares in the Society.

SOCIETY OBJECTIVES

The Objects of the Society are to provide a wide range of recreation and leisure opportunities in the best interests of social welfare and health, and to advance the education of the public on the benefits of leisure activities. The Society also carries out ad-hoc consultancy work for other leisure trusts when the opportunity arises.

REVIEW OF THE BUSINESS

The Board reports that 2025 has been a successful year for Gravesham Community Leisure Limited (GCLL), with continued strong operational performance and sustained demand across its facilities. The Company has maintained its position as a leading provider of sport and leisure services within the community. Its strategic focus on promoting health, wellbeing, and community inclusion continues to underpin operations and service delivery.

Investment in staff development remained a priority during the year, with employees undertaking qualifications in First Aid at Work, Personal Training and Swim Teaching, supporting service quality and operational resilience. Participation levels remained robust throughout 2025, supported by a broad programme of activities and partnerships with external organisations, including health and community initiatives. Facility utilisation remained high across all sites, reflecting continued customer engagement and demand.

Overall, the Company has delivered a stable and resilient operational performance during the year.

Income

The Company generated total income excluding the management fee and interest of £4,493,065 for the year ended 31 December 2025 (2024: £4,273,692), representing continued growth year-on-year.

Income performance was driven primarily by health and fitness memberships, which contributed £2,528,557, alongside coaching, catering and other operational income streams.

Interest receivable for the year amounted to £36,026 (2024: £40,534), reflecting prevailing interest rates.

The Management Fee remained consistent at £58,500 (2024: £58,000).

Expenditure

Total expenditure for the year was £4,404,353 (2024: £4,327,068), representing effective cost control and a favourable variance against budget.

Staff costs totalled £2,381,797, reflecting increases in statutory wage rates during the year.

Utilities expenditure, including gas, electricity and water, was lower than budget, contributing to overall cost savings.

Expenditure on repairs, maintenance and equipment increased during the year, with equipment costs of £141,765, reflecting continued investment in the Company's facilities and infrastructure.

In 2025 GCLL reinstated payments back to GBC for the management fee totalling £82,696.

Other operating costs were generally controlled within budget expectations.

Surplus

The Company generated a surplus of £183,237, prior to pension adjustments, for the year ended 31 December 2025 (2024: £174,331), significantly exceeding the budgeted surplus of £24,503.

This performance reflects effective financial management, continued income growth and controlled expenditure.

REVIEW OF THE BUSINESS (CONT'D)

Conclusion

The Board considers that the Company remains in a strong financial and operational position at the year end.

The results for 2025 provide a sound basis for continued stability and development, enabling the Company to maintain and enhance its service provision in the forthcoming year.

SUBSEQUENT EVENTS

Looking ahead to 2026, we will continue to build on this solid foundation. Planned investment will support further upgrades at Cygnet Leisure Centre, including significant gym improvements and front-of-house enhancements, with additional proposals for the development of Health Suite and changing facilities under board consideration. Alongside this, we will continue to expand our Active Now community programme, grow participation across all three sites and further strengthen our partnership working across health, education, and local government.

Importantly, 2026 will also mark a significant milestone for the borough, with work commencing on the new Cascades Leisure Centre in Gravesham. This transformational project represents a major step forward in delivering sustainable, modern and high-quality leisure facilities that will serve residents and support regional events for many years to come.

Our approach remains balanced and focused: grow participation responsibly, manage public resources prudently, reinvest wisely and place our community at the centre of everything we do.

Finally, we would like to extend our sincere thanks to our community, Gravesham Borough Council, Swanscombe and Greenhithe Town Council, our partners, and most importantly our dedicated GCLL team. Their professionalism, resilience and commitment ensure that GCLL continues to thrive as a trusted community leisure provider.

Together, we move forward with confidence – strengthening leisure provision, delivering public value, and supporting the health and happiness of our community every day.

STATEMENT OF MANAGEMENT BOARD RESPONSIBILITIES

The Management Board is responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and regulations.

The Management Board is required to prepare Financial Statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Accounting Standards and applicable law).

The Co-operative and Community Benefit Societies Act 2014 rules require the Management Board to prepare Financial Statements for each financial year which give a true and fair view of the state of the affairs of the Society and of the income and expenditure of the Society for that period. In preparing these Financial Statements, the Management Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Management Board is responsible for maintaining satisfactory systems of internal control and keeping proper accounting records that are sufficient to show and explain the Society's transactions and disclose with reasonable accuracy at any time the financial position of the Society and enable them to ensure that the Financial Statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Management Board is responsible for the maintenance and integrity of the comparative and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

Each Board Member has taken the steps that they ought to have taken as a Board Member in order to make themselves aware of any relevant audit information and to establish that the Society's auditors are aware of that information. The Board Members confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

AUDITORS

The auditors, Beak Kemmenoe, will be proposed for re-appointment at the forthcoming Annual General Meeting, in accordance with the provisions of the Co-operative and Community Benefit Societies Act 2014.

STATUS

The Society was registered as an Industrial and Provident Society with Charitable Status (number 28949R) and is now within the Co-operative and Community Benefit Societies Act 2014.

ON BEHALF OF THE BOARD:


Mr Shane Mochrie-Cox


Miss Cassie Jackson


Mrs Helen Lake

Date: 27/4/26

Date: 27/4/26

Date: 27/4/26

Report of the Independent Auditors to the Members of
Gravesham Community Leisure Limited

Opinion

We have audited the Financial Statements of Gravesham Community Leisure Limited (the 'Society') for the year ended 31st December 2025 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 Section 1A '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 Society's affairs as at 31st December 2025 and of its results 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 Co-operative and Community Benefit Societies Act 2014.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Management Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Society's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Management Board with respect to going concern are described in the relevant sections of this report.

Other information

The Society's Management Board is responsible for the other information which comprises the information in the Management Board Report but does not include the Financial Statements and our Report of the Auditors thereon.

Our opinion on the Financial Statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Report of the Independent Auditors to the Members of
Gravesham Community Leisure Limited

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 requires us to report to you, if in our opinion:

- The society has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- The revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the society's books of account; or
- We have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of Society's Management Board

As explained more fully in the Statement of Management Board Responsibilities set out on page two, the Society's Board is 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 Society's Board determine necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, the Management Board is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting unless the Management Board either intend to liquidate the society or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the Financial Statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the society through discussion with management, and from our knowledge and experience of both the not for profit sector and the leisure industry;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the society, including the Co-operative and Community Benefit Societies Act 2014, relevant taxation legislation and data protection, antibribery, employment, and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- Those laws and regulations identified were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the society's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Report of the Independent Auditors to the Members of
Gravesham Community Leisure Limited

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify any unusual transactions;
- Assessed whether judgements and assumptions made in determining any accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

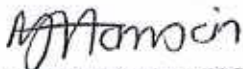
- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings with those charged with governance;
- Enquiring of management as to actual and potential litigation claims; and
- Reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the Financial Statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the Society's members, as a body, in accordance with our engagement letter. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members as a body, for our audit work, for this report, or for the opinions we have formed.



Natalie Harrison FCA FCCA CTA TEP (Senior Statutory Auditor)
for and on behalf of Beak Kemmenoe
Chartered Accountants
& Statutory Auditors
1-3 Manor Road
Chatham
Kent
ME4 6AE

Date: 27/04/2026

Gravesham Community Leisure Limited
Income Statement
for the year ended 31st December 2025

	Note	Results excl pension adjs 31 December 2025 £	Pension adjs 31 December 2025 £	2025 £
TURNOVER				
Cost of sales		4,551,565	-	4,551,565
		(80,964)	-	(80,964)
GROSS SURPLUS				
Administrative expenses		4,470,601	-	4,470,601
		(4,323,390)	33,000	(4,290,390)
Other operating income	3	147,211	33,000	180,211
		-	-	-
OPERATING SURPLUS/(DEFICIT)				
		147,211	33,000	180,211
Other interest receivable and similar income		-	-	-
Interest payable and similar expenses	8	36,026	98,000	134,026
		-	-	-
		36,026	98,000	134,026
SURPLUS/(DEFICIT) BEFORE TAX				
		183,237	131,000	314,237
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR				
		183,237	131,000	314,237

	Note	Results excl pension adjs 31 December 2024 £	Pension adjs 31 December 2024 £	2024 £
TURNOVER				
Cost of sales		4,331,692	-	4,331,692
		(77,846)	-	(77,846)
GROSS SURPLUS				
Administrative expenses		4,253,846	-	4,253,846
		(4,249,208)	15,000	(4,234,208)
Other operating income	3	4,638	15,000	19,638
		129,159	-	129,159
OPERATING SURPLUS/(DEFICIT)				
		133,797	15,000	148,797
Other interest receivable and similar income		-	-	-
Interest payable and similar expenses	8	40,534	36,000	76,534
		-	-	-
		40,534	36,000	76,534
SURPLUS/(DEFICIT) BEFORE TAX				
		174,331	51,000	225,331
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR				
		174,331	51,000	225,331

The notes form part of these financial statements

Gravesham Community Leisure Limited
Other Comprehensive Income
for the year ended 31st December 2025

Notes	2025 £	2024 £
SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING PENSION ADJUSTMENT	314,237	225,331
OTHER COMPREHENSIVE INCOME Actuarial Gain/(Loss) on pension scheme	(1,977,000)	941,000
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>(1,662,763)</u>	<u>1,166,331</u>

The notes form part of these financial statements

Gravesham Community Leisure Limited (Registered number: IP28949R)
Balance Sheet
31st December 2025

	Notes	2025		2024	
		£	£	£	£
FIXED ASSETS					
Tangible assets	5		334,724		304,397
CURRENT ASSETS					
Stocks				16,778	
Debtors		16,244		153,287	
Cash at bank and in hand	6	100,681		<u>1,731,249</u>	
		<u>1,939,670</u>			
CREDITORS					
Amounts falling due within one year	7	2,056,595		1,901,314	
		<u>719,491</u>		<u>717,120</u>	
NET CURRENT ASSETS			<u>1,337,104</u>		<u>1,184,194</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			1,671,828		1,488,591
PENSION ASSET/(LIABILITY)	8		-		1,846,000
NET ASSETS/(LIABILITIES)			<u>1,671,828</u>		<u>3,334,591</u>
CAPITAL AND RESERVES					
Members Shares			260		260
Accumulated Fund			<u>1,671,568</u>		<u>3,334,331</u>
			<u>1,671,828</u>		<u>3,334,591</u>

The Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A – small entities.

The Financial Statements were approved by the Board on 27/12/2026 and were signed on its behalf by:


Ctr Shane Mochrie-Cox

The notes form part of these financial statements

Gravesham Community Leisure Limited
Statement of Changes in Equity
for the year ended 31st December 2025

	Members shares £	Accumulated Fund £	Total equity £
Balance at 1st January 2024	260	2,168,000	2,168,260
Changes in equity			
Surplus for the year	-	225,331	225,331
Other comprehensive income	-	941,000	941,000
Total comprehensive income	-	1,166,331	1,166,331
Increase in members shares	-	-	-
Balance at 31st December 2024	<u>260</u>	<u>3,334,331</u>	<u>3,334,591</u>
Changes in equity			
Surplus for the year	-	314,237	314,237
Other comprehensive income	-	(1,977,000)	(1,977,000)
Total comprehensive income	-	(1,662,768)	(1,662,768)
Increase in members shares	-	-	-
Balance at 31st December 2025	<u>260</u>	<u>1,671,568</u>	<u>1,671,828</u>

The notes form part of these financial statements

1. STATUTORY INFORMATION

Gravesham Community Leisure Limited was registered as an Industrial and Provident Society with charitable status and is now within the Co-operative and Community Benefit Societies Act 2014 and is incorporated in England. The Society's registered number and registered office address can be found on the Society Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with the provisions of Section 1A "Small Entities" of Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

The Society is a public benefit entity.

Turnover

The turnover shown in the income and expenditure account represents income generated by the facilities operated by the Society during the year exclusive of Value Added Tax. This includes management charge income from Swanscombe and Greenhithe Town Council received by the Society during the financial year.

The Society recognises revenue when:

- the amount of revenue can be reliably measured;
- it is probable that future economic benefits will flow to the entity;
- and specific criteria have been met for each of the Society's activities.

Other grants

Grants received are reflected in the year of receipt and shown in full in the income and expenditure account.

Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the Society assesses whether there is any indication of impairment. If such indication exists, the determined recovery amount of the asset which is (i) the higher of its fair value less costs to sell and (ii) its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

The Society capitalises assets which carry a value of £6,000 or more.

Depreciation is applied at the following annual rates in order to write off each asset over its estimated useful life.

Land and buildings	- over the period of the lease
Plant and machinery etc	- 20%-50% straight line

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The Society has been accepted by HM Revenue & Customs as an exempt charity for taxation purposes. Accordingly no provision has been made for Corporation Tax on exempt income in the year.

Taxation for the year comprises the current tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

2. **ACCOUNTING POLICIES - continued**

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the period of the lease.

Share capital

Only employees of Gravesham Community Leisure Limited are entitled to hold shares in the Society.

Dividends

The Management Board does not declare dividends in the Society.

Pension costs and other post-retirement benefits

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the Society has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as an employee benefit expense in the Income and Expenditure account when they are due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment. The assets of the plan are held separately from the Society in independently administered funds.

Defined benefit pension obligation

The Society operates a defined benefit plan for certain employees. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the Balance Sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the balance sheet date less the fair value of plan assets at the balance sheet date (if any) out of which the obligations are to be settled.

The defined benefit obligation is calculated using the projected unit credit method. Annually the company engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating to the estimated period of future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Society's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as 'Remeasurement of net defined benefit liability'.

The cost of the defined benefit plan, recognised in the income or expenditure as employee costs, except where included in the cost of an asset comprises:

- a) the increase in net pension benefit liability arising from employee service during the period; and
- b) the cost of plan introductions, benefit changes, curtailments and settlements.

2. ACCOUNTING POLICIES - continued

Defined benefit pension obligation - continued

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is recognised in income or expenditure as a 'finance expense'.

3. OTHER OPERATING INCOME

	2025	2024
	£	£
Utility Recharge received from GBC	-	<u>129,159</u>
	<u>-</u>	<u>129,159</u>

In 2025 the society did not need to receive funding from Gravesham Borough Council to contribute towards the significant increase in utility costs (2024: £129,159 received).

4. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 159 (2024 - 166).

Gravesham Community Leisure Limited
Notes to the Financial Statements - continued
for the year ended 31st December 2025

5. TANGIBLE FIXED ASSETS

	Land and buildings £	Other property, plant and machinery etc £	Totals £
COST			
At 1st January 2025			
Additions	1,035,263	948,297	1,983,560
	<u>23,097</u>	<u>84,928</u>	<u>108,025</u>
At 31st December 2025	<u>1,058,360</u>	<u>1,033,225</u>	<u>2,091,585</u>
DEPRECIATION			
At 1st January 2025			
Charge for year	857,509	821,654	1,679,163
	<u>44,723</u>	<u>32,975</u>	<u>77,698</u>
At 31st December 2025	<u>902,232</u>	<u>854,629</u>	<u>1,756,861</u>
NET BOOK VALUE			
At 31st December 2025	<u>156,128</u>	<u>178,596</u>	<u>334,724</u>
At 31st December 2024	<u>177,754</u>	<u>126,643</u>	<u>304,397</u>

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	53,770	96,792
Other debtors and prepayments	<u>46,911</u>	<u>56,495</u>
	<u>100,681</u>	<u>153,287</u>

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	177,006	201,958
Taxation and social security	70,904	24,659
Other creditors and accruals	<u>471,580</u>	<u>490,503</u>
	<u>719,491</u>	<u>717,120</u>

8. EMPLOYEE BENEFIT OBLIGATIONS

Defined contribution pension scheme

The Society operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the Society to the scheme and amounted to £33,691 (2024 - £24,130).

Contributions totalling £3,409 (2024 - £4,177) were payable to the scheme at the end of the year and are included in creditors.

Defined benefit pension scheme

Local Government Pension Scheme (LGPS)

The Society participates in a pension scheme, the Local Government Pension Scheme (LGPS). The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 1997, as amended.

The valuation is based on the valuation as at 31 March 2022 for funding purposes with the following adjustments being made:

To assess the value of the Employer's liabilities at 31 December 2025, the actuary has rolled forward the value of the Employer's liabilities calculated for the latest full funding valuation, using financial assumptions that comply with FRS 102.

The full actuarial valuation involved projecting future cashflows to be paid from the Fund and placing a value on them. These cashflows include pensions currently being paid to members of the Fund as well as pensions (and lump sums) that may be payable in future to members of the Fund or their dependants. These pensions are linked to inflation and will normally be payable on retirement for the life of the member or a dependant following a member's death.

It is not possible to assess the accuracy of the estimated value of liabilities as at 31 December 2025 without completing a full valuation. The actuary is satisfied that the approach of rolling forward the previous valuation date to 31 December 2025 should not introduce any material distortions in the results provided that the actual experience of the Employer and the Fund has been broadly in line with the underlying assumptions, and that the structure of liabilities is substantially the same as the latest formal valuation. From the information received there appears to be no evidence that this approach is inappropriate.

As required under FRS 102 accounting standards, we have used the projected unit credit method of valuation.

To calculate the asset share the actuary has rolled forward the assets allocated to the Employer at 31 March 2022 allowing for investment returns (estimated where necessary), contributions paid into, and estimated benefits paid from, the Fund by and in respect of the Employer and employees.

A set of demographic assumptions consistent with those used for the most recent fund valuation, which was carried out as at 31 March 2022 has been used.

Gravesham Community Leisure Limited
Notes to the Financial Statements - continued
for the year ended 31st December 2025

8. **EMPLOYEE BENEFIT OBLIGATIONS - continued**

The LGPS closed to new members on 31 October 2013 as a result of the auto-enrolment pension starting from 1 April 2014.

The amounts recognised in the Income Statement are as follows:

	Defined benefit pension plans	
	2025	2024
	£	£
Current service cost	56,000	65,000
Net interest from net defined benefit (asset)/liability	(104,000)	(41,000)
Administration expenses	<u>6,000</u>	<u>5,000</u>
	<u>(42,000)</u>	<u>29,000</u>

	Defined benefit pension plans	
	2025	2024
	£	£
Defined benefit obligations	(4,501,000)	(4,724,000)
Fair value of scheme assets	<u>7,163,000</u>	<u>6,570,000</u>
Pension Surplus	2,662,000	1,846,000
Impact of Asset Ceiling	<u>(2,662,000)</u>	-
	-	<u>1,846,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2025	2024
	£	£
Opening defined benefit obligation	4,724,000	5,310,000
Current service cost	56,000	65,000
Contributions by scheme participants	22,000	22,000
Interest cost	256,000	242,000
Benefits paid	(161,000)	(135,000)
Past service costs, including curtailments	-	-
Remeasurements:		
Experience loss/(gain) on defined benefit obligation	15,000	(61,000)
Actuarial (gains)/losses from changes in demographic assumptions	81,000	(13,000)
Actuarial (gains)/losses from changes in financial assumptions	<u>(492,000)</u>	<u>(706,000)</u>
	<u>4,501,000</u>	<u>4,724,000</u>

8. **EMPLOYEE BENEFIT OBLIGATIONS - continued**

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2025	2024
	£	£
Opening fair value of scheme assets	6,570,000	6,164,000
Assets interest on assets	360,000	283,000
Contributions by employer	89,000	80,000
Contributions by scheme participants	22,000	22,000
Assets administrative expenses	(6,000)	(5,000)
Other actuarial gains/(losses)	-	-
Benefits paid	(161,000)	(135,000)
Return on plan assets (excluding interest income)	289,000	161,000
	<u>7,163,000</u>	<u>6,570,000</u>

The amounts recognised in other comprehensive income are as follows:

	Defined benefit pension plans	
	2025	2024
	£	£
Actuarial (gains)/losses from changes in demographic assumptions	(81,000)	13,000
Actuarial (gains)/losses from changes in financial assumptions	492,000	706,000
Experience gain/(loss) on defined benefit obligation	(15,000)	61,000
Return on plan assets (excluding interest income)	289,000	161,000
Other actuarial gains/(losses) on assets	-	-
Changes in impact of asset ceiling	(2,662,000)	-
	<u>(1,977,000)</u>	<u>941,000</u>

The major categories of scheme assets as amounts of total scheme assets are as follows:

	Defined benefit pension plans	
	2025	2024
	£	£
Equities	4,256,000	3,819,000
Gilts	399,000	399,000
Other bonds	1,013,000	959,000
Property	729,000	606,000
Cash	104,000	163,000
Absolute return fund	352,000	322,000
Infrastructure	310,000	302,000
Derivatives	-	-
	<u>7,163,000</u>	<u>6,570,000</u>

Gravesham Community Leisure Limited
Notes to the Financial Statements - continued
for the year ended 31st December 2025

8. EMPLOYEE BENEFIT OBLIGATIONS - continued

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2025	2024
Discount rate	5.60%	5.50%
Future salary increases	3.40%	3.90%
Future pension increases	2.40%	2.90%
RPI inflation	2.85%	3.20%

Post retirement mortality assumptions:

	2025 Years	2024 Years
Current UK pensioners at retirement age - male	21.40	20.70
Current UK pensioners at retirement age - female	23.70	23.30
Future UK pensioners at retirement age - male	23.60	22.00
Future UK pensioners at retirement age - female	25.50	24.70

9. FINANCIAL COMMITMENTS

Operating leases

At 31 December 2025, the Society had total commitments under non-cancellable operating leases over the remaining life of those leases of £2,407,508 (2024 - £72,170).

Gravesham Community Leisure Limited
Trading and Income and Expenditure Account
for the year ended 31st December 2025

	2025		2024	
	£	£	£	£
Turnover				
Sales and membership fees	4,493,065		4,273,692	
Management Fee	<u>58,500</u>		<u>58,000</u>	
		4,551,565		4,331,692
Cost of sales				
Opening finished goods	16,778		12,324	
Purchases	66,503		65,120	
Retail Sales Expenses	<u>13,927</u>		<u>17,180</u>	
	97,208		94,624	
Closing finished goods	<u>(16,244)</u>		<u>(16,778)</u>	
		<u>80,964</u>		<u>77,846</u>
GROSS SURPLUS		4,470,601		4,253,846
Other income				
Utility Recharge		-		129,159
Bank interest receivable		<u>36,026</u>		<u>40,534</u>
		4,506,627		4,423,539
Expenditure				
Wages and Salaries	2,255,978		2,049,411	
Pensions	92,819		89,137	
Water and Sewerage Services	54,932		60,903	
Light, heat and power	504,364		669,488	
Telephone	28,005		33,381	
Printing, post and stationery	8,253		23,297	
Advertising	64,744		52,454	
Travelling and subsistence	2,507		2,760	
Motor expenses	24,294		17,192	
Insurance	64,807		70,463	
Equipment repairs and maintenance	35,407		46,727	
Repairs and replacement of equipment	121,023		85,711	
Maintenance contracts	142,272		138,235	
Cleaning	-43,526		39,188	
Refuse collection	13,985		15,051	
Property Repairs	106,975		198,133	
VAT non-recoverable	235,020		266,945	
Computer costs	20,742		11,262	
Sundry expenses	21,174		6,973	
Uniform	9,338		4,761	
Staff training and recruitment	14,462		10,178	
Carried forward	<u>3,864,627</u>	<u>4,506,627</u>	<u>3,891,650</u>	<u>4,423,539</u>

This page does not form part of the statutory financial statements

Gravesham Community Leisure Limited
Trading and Income and Expenditure Account
for the year ended 31st December 2025

	2025		2024	
	£	£	£	£
Brought forward	3,864,627	4,506,627	3,891,650	4,423,539
Trade subscriptions	7,779		6,947	
Legal and professional fees	51,719		44,224	
GBC Profit Share	44,103		58,468	
GBC Management Fee	82,696		-	
Auditors' remuneration – audit services	4,250		4,250	
Auditors' remuneration – non audit services	1,750		1,750	
Depreciation of tangible fixed assets				
Short leasehold	44,723		56,152	
Plant and machinery	32,975		30,221	
Other operating leases	<u>80,548</u>		<u>64,115</u>	
		<u>4,215,170</u>		<u>4,157,777</u>
		291,457		265,762
Finance costs				
Bank charges		<u>75,220</u>		<u>76,431</u>
		216,237		189,331
Other finance (income)/costs				
Pension scheme finance (income) /costs		<u>(98,000)</u>		<u>(36,000)</u>
NET SURPLUS/(DEFICIT)		<u>314,237</u>		<u>225,331</u>