Company registration number 07713846 (England and Wales)

Charity registration number 1149297 (England and Wales)

BISON IN THE COMMUNITY LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

BISON IN THE COMMUNITY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr T J Fife Mr D J Green Mr M Lloyd Mr D McDermott Mr H S D Rhodes	
Country of incorporation	United Kingdom (England and Wales)	07713846
Charity registration	England and Wales	1149297
Principal address	Muckley Corner House Walsall Road Muckley Corner Lichfield Staffordshire WS14 0BG	
Registered office	Muckley Corner House Walsall Road Muckley Corner Lichfield Staffordshire WS14 0BG	
Auditor	Kinnaird Hill Brunel House 1 Archers Court Huntingdon Cambridgeshire PE29 6XG	
Bankers	Handelsbanken Lakeside Festival Way ST1 5RY	
Solicitors	Wrigleys 3rd Floor 3 Wellington Place Leeds West Yorkshire LS1 4AP	

BISON IN THE COMMUNITY LIMITED

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BISON IN THE COMMUNITY LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report with the financial statements of the charitable company for the period ended 31 December 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS102.

Objectives and activities
Our charity’s purposes as set out in the objects contained in the company’s memorandum of association are to:

For the benefit of the public in England and Wales by:

1) The preservation and protection of good health and the promotion of community participation in healthy recreation through sport and physical fitness.

2) To advance in life and relieve needs of young people through:

(a) The provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;

(b) Providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

3) To relieve the needs of people with disabilities as the trustees shall determine.

4) Such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine

All business decisions are made having given reference to the objects of the charity.

Ensuring our work delivers our aims
We review our aims, objectives and activities each year. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aims, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Where ice hire to external clubs (including competitive leagues) is ancillary to community sport, there is a direct benefit to the charity as the this helps cross-subsidise grassroots access and is kept under formal review to ensure compliance with charity trading and tax rules.

The focus of our work
Our main objectives for the year are the promotion and prevention of health, educational, recreational and sporting activities. The strategies we used to meet these objectives included:

- Providing a range of educational programmes aimed at people of all ages, genders, ethnicity, sexuality or ability.
- Focusing upon providing pathways from our educational programmes into regular participation in activities that promote good health, social interaction and personal development
- Provide employment opportunities for young people in the communities we work in. There is evidence of young people developing careers, including becoming part of the senior management team.
- Continue to focus on reducing energy usage across our facilities to limit the impact on the environment.

Strategic report

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

Achievements and performance

The Charity's primary activities are directed toward advancing physical health, education, and community participation through inclusive ice sports and recreation. In planning and executing these activities, the Trustees have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

Our venues operate 16 to 18 hours daily, balancing community access across three core pillars:

- Educational Programmes (38% of ice schedule): Structured learn-to-skate and learn-to-play curriculums accredited by City & Guilds. These pathways provide individuals of all ages with foundational physical literacy and create routes into certified vocational coach training and youth employment.
- Community Sport & Athlete Development (32% of ice schedule): Dedicated, subsidised ice allocations for grassroots figure skating clubs, synchronised skating squads, and junior ice hockey teams.
- Social Welfare & Inclusive Recreation (29% of ice schedule): Open public skating sessions, targeted family sessions, sensory-friendly community access, and structured peer-interaction programmes.

To ensure that charitable access is genuinely available to all members of our communities regardless of financial or physical circumstance, the Charity maintains several proactive public benefit initiatives:

Financial Accessibility & Targeted Subsidies

- Flexible Entry & Taster Sessions: Regular low-cost and free "taster" sessions are scheduled throughout the year to eliminate cost barriers for beginners and families exploring ice sports for the first time.
- Skating Stars Bursaries: The fully funded "Skating Stars" programme provides free, structured tuition courses for disadvantaged young people.
- Holiday Food & Activity Partnerships: In collaboration with local authorities and community partners, the Charity hosts Department for Education (HAF) healthy holiday programmes. These sessions provide vulnerable children with free ice sessions, structured tuition, and nutritious meals during school breaks, supplemented by subsidised family rates for low-income households.
- Session Length & Real Value: Public access sessions are scheduled in extended 3-to-5-hour blocks rather than conventional 60-to-80-minute periods. This structure reduces the per-hour cost substantially, accommodating families, young people, and individuals who require additional transition time to adjust equipment without stress. The average cost per hour for the minimum session length without membership at a BITC rink is £9.44 compared to a national average of £9.05, however this drops to £2.95 per hour, compared to a national average of £7.61 if the maximum length of a session is taken into consideration.

Disability & Inclusive Sport

- Para-Ice Hockey & Adapted Facilities: Dedicated ice time and adapted sledges are made available to support disability sports clubs and athletes. Facilities (including specialised barrier and sightline adaptations at key rinks) are continuously maintained to support wheelchair access and sledge athletes.
- Sensory & Adapted Sessions: Specialised programming is hosted across venues—including adjusted lighting and sound sessions on the ice—ensuring neurodivergent participants and those with sensory processing sensitivities can participate in comfort.

Health, Social Cohesion, and Youth Welfare

- Home Education Cohorts: Daytime physical education sessions are run specifically for home-educated children and their families, providing affordable daytime access, physical exercise, and vital peer-to-peer social networks.
- Community Diversion & Social Well-Being: Friday and weekend youth sessions are coordinated in dialogue with local community stakeholders to provide positive, supervised recreational environments that promote social welfare and reduce antisocial behaviour in surrounding neighbourhoods.
- Youth Employment & Transferable Skills: The Charity actively recruits young people within local communities, serving as an initial career entry point and providing certified training, safeguarding instruction, and clear internal progression paths.

Preservation of Community Sports Infrastructure

- Against a significant long-term decline in UK ice rink facilities, the Charity remains dedicated to preserving affordable, community-focused ice provision. Operating these regional facilities ensures that winter sports pathways, from early grassroots skating to elite performance, remain viable and physically accessible outside major metropolitan centres.
- In November 2025, Basingstoke ice rink reopened following substantial investment by the site owner. The reopening has brought competitive ice hockey and synchronised skating back to the community, while restoring essential training facilities for figure skaters, grassroots sports programmes, and public skating sessions.

Vocational Pathways & Coach Education

- Beyond recreation, our educational framework provides accredited career pathways. Our learn-to-skate coaching qualifications are officially verified by City & Guilds, offering young people and aspiring sports leaders formal vocational credentials. In 2025, over 50 individuals completed coaching qualifications across our venues, with a number taking up part-time or flexible employment delivering lessons to the next generation of skaters.
- There has been a 32% increase in the use of “patch” sessions which gives aspiring competitive and artistic ice skaters the opportunity to develop their skill, thereby providing access to opportunities to become elite athletes, work in ice commercial ice show or to become coaches.

Structured Community Giving & School Outreach

- Under our formal Community Support Policy, the Charity actively supports surrounding schools, charities, and grassroots sports teams. During the year, the Charity donated a significant number of event tickets and activity vouchers to assist local organisations with charitable fundraising, while providing designated venue space for community clubs to fundraise and promote physical wellbeing.

Context of Work

Currently, there are 36 ice rinks in England, of which the charity operates seven. If these facilities closed, it would have a substantial negative impact nationally. This is because the rinks contribute significantly to the work of both national governing bodies for ice hockey and ice skating. Loss of the facilities would destabilise ice sports across the UK; for instance, it would present challenges to operating ice hockey leagues and maintaining viable ice-skating competitions. Closure would also have a notable impact on the national ice hockey and ice-skating teams by reducing the intake of grassroots participants, thereby shrinking the talent pool available to compete at the highest levels.

Over the past decade, UK ice rinks have faced widespread closures and existential threats due to compounding pressures from the COVID-19 pandemic, soaring 24/7 refrigeration energy tariffs, and local authority budget cuts. Permanent casualties include major regional hubs such as Ayr Ice Rink, Plymouth Pavilions, Bracknell's John Nike Leisuresport, the Isle of Wight's Ryde Arena, and London's Sobell Leisure Centre which councils and private operators shuttered after astronomical utility spikes or decisions to repurpose the space for cheaper leisure activities. Meanwhile, vital venues like the Dewars Centre in Perth, The Time Capsule in Coatbridge, Elgin Ice Rink, and Curl Aberdeen have faced repeated closure risks, forcing local curling clubs, figure skaters, and ice hockey teams to mount high-profile rescue campaigns and seek public subsidies to avoid losing essential sporting infrastructure.

Who Used and Benefited from our Services

The members confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit and have used this information when devising our aims and objectives and planning future activities.

The Charity is committed to providing affordable leisure and recreational programmes for the communities it works with and will achieve this by robust management, allowing prices to be kept affordable, and by reinvesting in new and existing activities. The Charity recognises that to successfully deliver its objectives it must also provide a high-quality experience for each service user. The monitoring of this is achieved using monthly independent mystery visits supported by a robust, transparent user engagement programme. The Charity works with a range of other charities and community groups to extend its impact and benefit to the wider community.

Bison in the Community strives for equity of access and works with local authority partners in delivering Council led initiatives at our centres. We undertake proactive research into grant funding to support the provision of activities for disadvantaged groups and provide free educational programmes.

As a charity we work with local disability groups across our operating area to run activities and sessions for various ages and ability levels as well as providing educational programmes aimed specifically at those with a disability.

The Charity has a formal Community Support policy which details how the charity will support its local community. This includes donating products for other charities and community groups to utilise for their benefit and there is a formal application process for organisations and individuals to request support from the charity. We also ensure that the community sports teams and athletes can raise funds within the facilities as well as actively promoting their activities.

To support our local communities, we work with the various National Governing Bodies of sport to encourage people to either start, or return to, sports participation and we run open days offering free or very low-cost activities. Additionally, we work with local charities assisting them with fund raising and making facilities available for their use.

Our "Skating Stars" programme has now become well established and provides free learn to skate courses. In addition, we have regular skating competitions which enable skaters of all levels to test themselves against other skaters and which are fully inclusive. We also support the development of the speed skating club in Altrincham by providing financial and marketing support.

We proactively employ young people from the local area and often we are the young person's first employment opportunity. We provide transferable skills and experience within the workplace as well as providing opportunities to gain qualifications.

To ensure that we meet the need of the people who use our services we proactively collect feedback and monitor social media. There are also details on the website on how to make a complaint. General managers are required to comment on all feedback received, both negative and positive.

As a charity we aim to ensure that our facilities offer value for money and flexibility to the local community. On this basis we offer longer sessions at our facilities, typically between 3 and 5 hours, than comparable facilities who typically offer sessions between 1 to 2 hours. This means that whilst the cost may be higher, when compared to the similar facilities, it means that there are fewer restrictions on the times available and that users benefit from longer sessions, thereby resulting in a lower cost when comparing the price on a per hour basis. This has the additional benefit of providing flexibility, something feedback shows is very important to the local community.

Where possible we work with local providers to facilitate healthy holiday activities, which enable the local community to attend for free during the school holidays to participate in educational programmes, receive a meal and have an activity to do through the day. We also offer a similar programme, at an appropriate price, for individuals who are not eligible for funded healthy holiday activities.

There is a recognition of the benefit of an inclusive and diverse workforce that does not exclude disabled people. We are committed to ensuring that we get the right people who represent the local community and add value to the activities that we offer. We aim to provide an inclusive and accessible recruitment process and make reasonable adjustments so that all job applicants have the best opportunity to demonstrate that they can be successful if they are employed.

If employees become disabled during their employment, we will provide appropriate training and make reasonable adjustments to ensure their employment continues.

All staff, including those with a disability, have equal access to training, career development and promotion opportunities. We have invested in the Citation system which provides online training which supplements the training we provide at a facility level.

We have programmes in place to provide discounted educational programmes and activities to schools and local community groups. In addition, we provide dedicated lessons to children being educated at home, thereby allowing them to have access to a physical activity, learn a new skill and interact with their peers.

Our memberships offer members the opportunity to receive discounts on the activities and programmes we provide, and these discounts increase during the school holiday to reduce the cost of participating, thereby recognising that many in our communities are being impacted by the cost-of-living crisis.

Financial review

The executive management team prepares the annual operational budget for the charity, which is approved by the board prior to the commencement of the financial year.

The board receives quarterly reports on the financial performance of the charity. These reports include an income and expenditure statement and a balance sheet, both compared to the budget and the prior year for both the month and the year to date.

The Charity pays an annual fee for the use of the established 'Planet Ice' brand name. As noted in the inquiry disclosure below, the Board has undertaken an assessment to benchmark all IP and licensing costs to ensure demonstrable value for money. Based on publicly available information the trustees have assessed the cost of the licence-to-occupy fees plus the IP annual fee, per facility, is less than the market rate to occupy the facilities.

All funds are generated through receipts from customers, grants, or funding provided by our local authority partners. The majority of funds are spent on enabling participation in activities that meet the charity's objectives. Expenditure of these funds supports the key community objectives of the charity and the continued investment in improved services and facilities for the community.

Due to the shutdowns caused by COVID-19, facility deterioration has occurred beyond the normal level of wear and tear. Following extended closures and severe utility inflation, significant remediation was required beyond ordinary day-to-day maintenance. As part of transition negotiations toward a long-term operating framework, the board agreed terms with the landlord regarding historic property remediation and future maintenance.

Having undertaken research, it is evident that we need to increase repairs and maintenance expenditure going forward. Ongoing maintenance in UK leisure facilities is governed by building fabric resilience, mechanical load complexity, and corrosive environmental factors. Professional cost management models from the Building Cost Information Service (BCIS) and Sport England calculate annual facility upkeep as a direct percentage of initial capital replacement value. Using these models, the typical annual budget for an ice rink would be £170,000–£280,000 per annum, whereas historically the charity spent approximately £44,880 per year on average on each rink.

At the end of 2025, an agreement was reached with the landlord regarding dilapidations to pay £60,000 per rink per annum over an average of 10 years. As part of this agreement, the landlord agreed to invest in the facilities at no additional cost to the charity, including upgrading or replacing the ice plants where required, as well as scrapping the ice resurfaces across several rinks. In addition, several permanent industrial dehumidifiers have been installed.

It should be noted that when the charity began operating the facilities, occupation was anticipated to be short term; however, this has not proven to be the case. It is recognised that if the licensor chose to sell the properties—which would attract significant commercial interest because they are effectively warehouses that could be repurposed—it would have a severe impact on the health, leisure, and recreation of local communities, as well as causing detriment to ice skating and ice hockey. Consequently, the charity is exploring options for a long-term agreement to be in place from 1 January 2027 onwards.

Total expenditure in 2025 was £16,598,573, having been £11,664,550 in 2024, with the increase being because of dilapidation payments. Total income of £11,996,563 in 2025 compared to £11,738,085 in 2024, a increase of approximately 2%.

The Charity acts as an agent for certain independent user groups and commercial clubs, including semi-professional and community ice hockey teams, by processing match-night ticket sales and activity fees through its central point-of-sale systems. These funds are collected on behalf of third-party principal organisations and remitted directly to them after deducting agreed facility hire charges. In accordance with the Charities SORP (FRS 102), gross receipts collected in an agency capacity are excluded from the Charity’s incoming resources and expenditure.

Reserves policy

The Trustees have adopted a reserves policy to maintain unrestricted, undesignated reserves at a level equivalent to three months of essential operating expenditure. Based on expenditure for 2025, this operating minimum is established at £2.8million. The Trustees consider that holding reserves at this level would provide sufficient resilience to sustain the charity's core operational activities and safeguarding obligations during an unexpected disruption or funding drop, allowing sufficient time to adjust operations or secure alternative revenue streams.

At the end of 2025, total unrestricted funds stood at £1,141,933. After deducting tangible fixed assets of £91,455, the charity held free reserves of £1,050,478, representing a shortfall of £1.75 million against the target level.

Strategy to Rebuild Reserves: This reduction below target arises directly from formalising the multi-year facility dilapidation commitments agreed during the period. To return free reserves to the policy threshold, the Board has implemented a structured recovery plan aimed at restoring target reserves within 36 months. This will be achieved through:

- Delivering a budget which delivers an operating surplus margin;
- Reviewing what three months operating costs would be if income significantly reduced as to trigger use of the reserves;
- Ensuring that expenditure matches programme demand; and
- Quarterly trustee monitoring of cash flow projections and reserve targets against budget milestones.

The challenge will be to generate an operating surplus without having a negative impact on the local community, especially given the challenges of the current economic environment, however the board are confident this can be achieved by the introduction of new income streams and by expanding initiatives to increase participation.

Charity Commission Inquiry
In June 2026, the Charity Commission informed the Trustees of Bison in the Community that it had opened a statutory inquiry into the Charity under section 46 of the Charities Act 2011. A statutory inquiry enables the Commission to examine regulatory concerns regarding administration and management, and to exercise protective powers where appropriate. The opening of an inquiry does not represent a finding of wrongdoing, and the Commission has reached no conclusions at this stage.

The inquiry is examining the administration, governance, and management of the Charity, with particular regard to:

1. The extent to which trustees have acted in accordance with their legal duties concerning financial management, related-party transactions, and conflicts of interest;
2. Whether there has been any unauthorised private benefit to trustees or connected parties;
3. How the Charity furthers its objects for the public benefit; and
4. Whether any weaknesses in administration result from misconduct or mismanagement.

Throughout this period, Bison in the Community continued its charitable delivery across seven regional facilities, providing essential community ice sports, youth training, and subsidised access to promote health and social inclusion.

The Board is cooperating fully and transparently with the Charity Commission. In conjunction with this dialogue, the trustees have initiated a comprehensive governance enhancement program. Key actions underway include:

- Undertaking valuations and legal reviews of property licenses, operational agreements, and brand arrangements to ensure ongoing value for money and regulatory alignment;
- Conducting a full review of venue conditions and establishing a coordinated, long-term capital maintenance framework with facility landlords;
- Formalising conflict-of-interest registers, minute-taking protocols, and financial oversight procedures; and
- Commencing an independent governance review alongside active recruitment for additional independent trustees to broaden board expertise.
- Trustees are regularising governing document discrepancies (specifically regarding operational geography) in formal consultation with the Charity Commission.

The Board remains committed to open engagement with the regulator and ensuring the Charity's operational foundations remain robust, transparent, and focused on public benefit.

Plans for future periods

We strive to continue to deliver high quality community programmes and to develop and expand our programmes into new communities.

Development of new facilities is also an on-going focus - identifying new opportunities that meet the needs of the community and fulfil our charitable objectives.

To address the seasonal economic variations, we intend to look to expand our provision into non-winter sports activities. There is also a desire to explore opportunities for investment.

Currently a lot of the charity's beneficiaries travel to attend using a car. This is not the most environmentally sympathetic mode of transport and so it is important to explore way to encourage other forms of transport to be used.

It is hoped to secure funding and/or sponsorship to provide free or highly subsidised activities.

Historically the charities have provided support to talented athletes in the form of free access to the facilities and media support. It is proposed that this to evolve this into a formal programme.

In recent times we have been approached by athletes and their family's seeking assistance in times of hardship. As a result, the charities are exploring the establishment of a hardship fund that athletes could apply to for support and this will be investigated in the next financial year.

Structure, governance and management

The charitable company is controlled by its governing document, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr T J Fife
Mr D J Green
Mr M Lloyd
Mr D McDermott
Mr H S D Rhodes

Recruitment and appointment of new Trustees
In exercising its powers to nominate, appoint, reappoint; elect, re-elect, approve and dismiss members, the members shall seek to ensure that the board is representative of the local community and also comprises persons with a broad range of skills who are likely to contribute to the organisation's success.

Currently the charity is in the process of recruiting new independent board members and will be seeking to initiate an independent external governance audit.

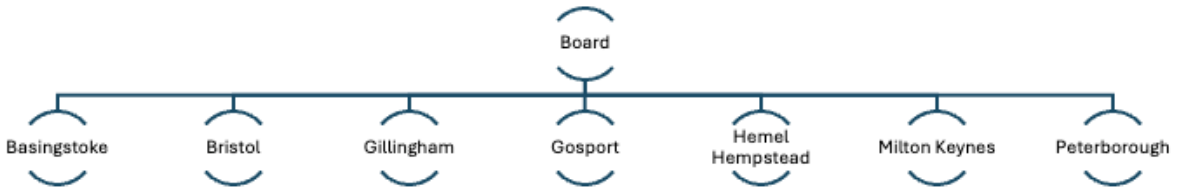
In accordance with the Charity's Articles of Association, one-third of the Trustees retire by rotation each year and may offer themselves for re-election at the Annual General Meeting. The Board is actively formalising this rotational retirement schedule to ensure strict ongoing constitutional compliance.

Board members Induction and training
All new members joining the Board receive a full induction that is aimed at training them in their statutory responsibilities under charity and company law. The Induction will normally include:

- Meeting with the Chairman of the Board
- Tour of all facilities and an opportunity to meet staff
- Access to safeguarding training
- Receive copies of the Charity's rules
- Receive copies of strategy and business planning documents
- Receive copies of corporate policies and documents
- Receive an organisational structure and overview of the management process

Structure

The charity is overseen by a board which sets the policies and procedures to be used by the facilities.

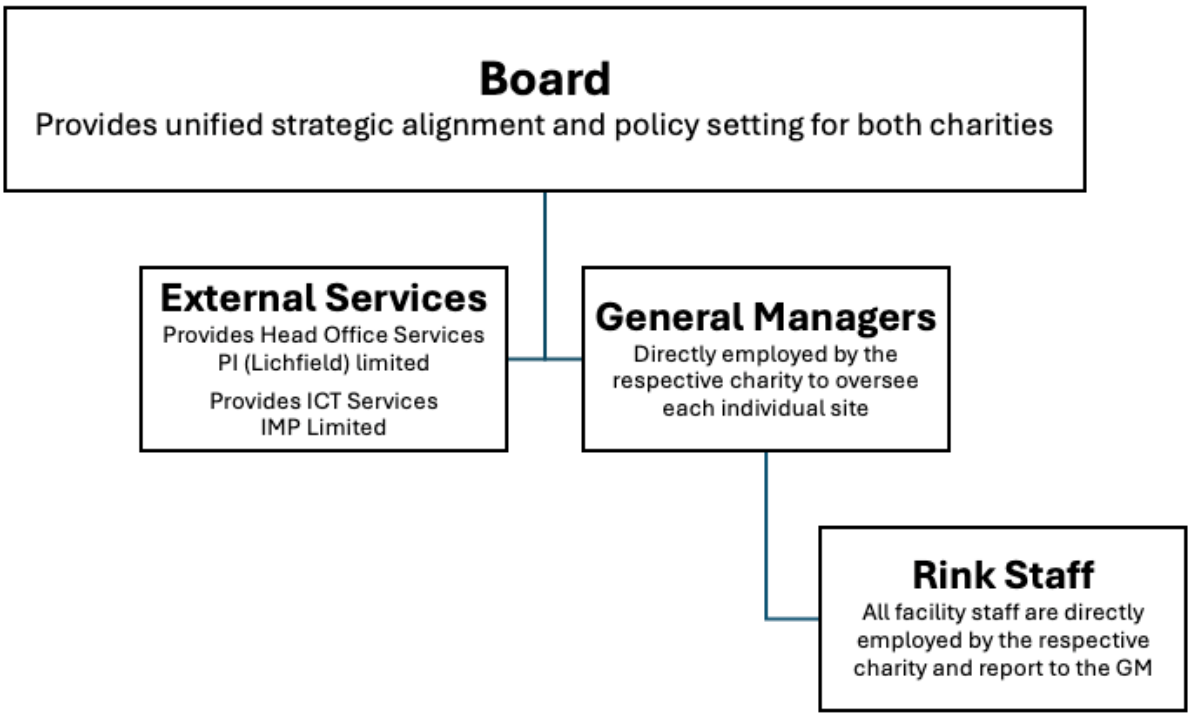


There is no Chief Executive or Company Secretary as both roles are redundant based on the structure used. The responsibilities of those roles are shared and included in the responsibilities of the trustees. To minimize fixed administrative overhead, the charities do not directly employ a centralised head office staff. Instead, executive management services are contracted out to PI (Lichfield) Limited.

PI (Lichfield) Limited is contractually responsible for ensuring all local facilities operate in strict accordance with the Board's approved policies. The advantages to the charity of this approach are:

- Operational Consistency: Guarantees a standardised approach to compliance, health and safety, and operational delivery across all locations under explicit Board oversight.
- Strategic Focus: Frees the charities' core leadership from daily administrative burdens, allowing resources to stay focused on charitable outcomes.
- Cost and Quality Efficiency: Delivers enhanced service quality while successfully reducing long-term lifecycle and asset management costs.
- Access to Specialised Expertise: Grants immediate access to industry-recognised category experts and commercial innovation without recruitment friction.

Each facility has a General Manager employed by the charity. Staff are directly employed by the charity, with line management being provided by the facilities General Manager. General Managers are expected to make decisions in line with the policy and procedures approved by the board. Policy and procedures are approved at board level, where appropriate.



There is no standard approach to remuneration, as the facilities operate in different areas, offer different facilities and are sized differently. H. Rhodes and D. Green receive commercial salaries solely for operational head-office duties performed under that management contract and no member of the board receives remuneration for acting as a Trustee.

Engagement with Employees
The trustees are aware that as the charity has grown, it is important to recognise the pivotal role they play in the delivery of our services and the impact they have on the local community.

We have now embedded an engagement programme where the General Managers meet each week to discuss priorities, new initiatives, and key issues. This gives all involved the opportunity to engage with each other and obtain peer support. Every other week, the meeting is attended by the entire Senior Management Team to ensure that relevant information is shared and that everybody can ask questions or raise concerns.

The Heads of Food and Beverage for each site have a weekly meeting, which is attended by the relevant manager, and there is also a meeting involving all Heads of Front of House and the appropriate members of the Senior Management Team

There is an expectation that the General Managers, Heads of Front of House, and Heads of Food and Beverage will meet with their teams to update them on relevant information and to enable staff to ask questions.

There is a recognition that supporting and developing staff starts as soon as they accept an offer of employment, and as a result, significant work has been done to refine the induction process.

To ensure that the trustees engage with employees and develop an understanding of the challenges they face, they regularly undertake visits to the facilities, attend meetings, and participate in staff activities. There is an annual conference for the facility managers, which includes a social event and evening meal. An annual appraisal process is also in place.

Volunteers play an important role in the operation of the facilities and the delivery of activities, and a new volunteer policy has been introduced. All volunteers are provided with the same training and support that is provided to paid members of staff.

Workforce Development
Currently there is a lot of media discussion surrounding the opportunities for young people to gain employment. The charities have a proud history of employing young people and can provide significant evidence of young people getting their first job at one of the facilities and then gaining promotion internally.

Going forward the charities intend to explore the following:

- Work Experience and Work Trials
- Youth Jobs Grant
- Apprenticeships
- Jobs Guarantee
- Sector-based Work Academy Programmes

The charities have explored formally supporting young people into employment in the past, including an apprenticeship programme with University College Birmingham, however these were unsuccessful. If the charities do implement any new programmes, then there must be full training and support given throughout the facilities to maximise the success of these programmes

Risk management
The members of the Board have a duty to Identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board members confirm that the major risks to the charity have been reviewed and that systems or procedures have been established to manage those risks.

Risks are assessed using a risk matrix and controls identified to mitigate each risk. A score is then generated for risks which considers the risk pre and post control.

The five most significant risks are as follows:

1. Increase in the cost of utilities
2. A drop of facility usage
3. Licences not being renewed
4. Staffing costs increasing
5. Equipment failure

Risks are managed as appropriate, for instance utility use is monitored on a weekly basis and the charity has invested in a real time electricity use monitoring system.

Conflicts of Interest
The charity has a Conflict of Interests Policy and manages any potential conflicts in line with that policy.

Relationship between the Charity and related parties
The Charity has a licence granted by PI Property (Leisure) Limited to operate Planet Ice Arena Basingstoke (also known as Basingstoke Ice Rink), Planet Ice Bristol, Planet Ice Milton Keynes, Planet Ice Peterborough, Planet Ice Hemel Hempstead and Planet Ice Arena Gosport (also known as Gosport Ice Rink).

The Charity has a licence granted by Silver Blades (Gillingham) Limited to operate Gillingham Ice Rink.

The charity operates the rinks under the brand name Planet Ice. The intellectual property for the "Planet Ice" brand name is owned by PI Property (Leisure) Limited, and the charity pays an annual fee for its use.

The charity is affiliated, as required, with the national governing bodies for the sports it provides. It utilises the "Skate Excellence" and "Hockey Excellence" learn-to-skate programmes, which were developed by KCO Inline Ice Skating Limited and provide qualifications recognised by City & Guilds. H. Rhodes is a director and shareholder of KCO Inline Ice Skating Limited but does not receive any remuneration.

To support its operations, the charity uses the services of PI (Lichfield) Limited to provide head office services, and Ice Media Production Company Limited to provide ICT management services. H. Rhodes and D. Green are employed by PI (Lichfield) Limited, and H. Rhodes is also a director and shareholder of Ice Media Production Company Limited but receives no remuneration. Both PI (Lichfield) Limited and Ice Media Production Company Limited provide services to multiple companies and do not provide their services exclusively to the charity.

Where external providers are used the Board regularly benchmarks external provider rates.

Service Category	Provider / Entity	Key Terms & Commercial Basis
Head Office & Management	PI (Lichfield) Limited	Provided at a fixed, negotiated cost that represents a significant saving compared to establishing an equivalent internal infrastructure.
ICT Management Services	Ice Media Production Company Limited	Contracted separately to a related entity at a fixed cost per site. *(Note: H. Rhodes holds a directorship within Ice Media Production Company Limited but receives no remuneration).*
Property & Licences	Landlord	Annual "licences to occupy" issued across all facilities. The Landlord has multiple companies and the licences are therefore distributed across several entities.
Intellectual Property (IP)	IP Rights Owner	Transitioned from zero-cost to commercial rates following a valuation process. Structured as a fixed annual fee.

Bison in the Community Limited and Staffordshire Winter Sports Club Limited are considered linked as they share the same directors.

The property-owning entities and intellectual property licensor are commercial businesses owned and controlled by an independent third-party landlord. No Trustee holds any shares, directorship, or beneficial financial interest in these landlord entities; they are disclosed in accordance with reporting standards due to the economic significance of the operating licenses.

Statement of trustees responsibilities

The trustees (who are also the directors of Bison in the Community Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charity SORP 2019 (FRS102); make judgements and estimates that are reasonable and prudent; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Disclosure of information to auditor

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit Information and to establish that the charitable company's auditors are aware of that information.

The trustees report, including the strategic report, was approved by the Board of Trustees.

.....	.....
Mr M Lloyd	Mr D McDermott
Trustee	**Trustee**

Date: .....

BISON IN THE COMMUNITY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BISON IN THE COMMUNITY LIMITED

Opinion

We have audited the financial statements of Bison in the Community Limited (the 'charity') for the year ended 31 December 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 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.

Basis for opinion

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

Emphasis of matter - Dilapidation Obligations and Intellectual Property Charges

We draw attention to Note 8 to the financial statements, which describes the charity's Intellectual property charges and Note 18, which describes the charity's dilapidation obligations.

As explained in the notes, the amounts recognised are based on signed agreements entered into by the charity. Independent professional costings, valuations or quotations supporting the agreed amounts were not obtained

Our opinion is not modified in respect of this matter.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Identifying and assessing risks related to irregularities

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee, discussions within our audit team planning meeting, updating our records of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with the Trustee and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011.

Audit response to risks identified

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's minutes of meetings to identify potential misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates give rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed the non-compliance with laws and regulations is from the events and transactions in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council’s website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Nita Elizabeth Hutchcraft FCCA (Senior Statutory Auditor)
For and on behalf of Kinnaird Hill, Statutory Auditor
Chartered Certified Accountants
Brunel House
1 Archers Court
Huntingdon
Cambridgeshire
PE29 6XG

Date: .....

BISON IN THE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income and endowments from:			
Donations and legacies	**3**	17,716	-
Charitable activities	**4**	11,753,273	11,485,471
Other trading activities	**5**	66,278	73,637
Investments	**6**	22,861	93,084
Other income	**7**	136,435	85,893
Total income		11,996,563	11,738,085
Expenditure on:			
Charitable activities	**8**	16,598,573	11,664,550
Total expenditure		16,598,573	11,664,550
Net income/(expenditure) and movement in funds		(4,602,010)	73,535
Reconciliation of funds:			
Fund balances at 1 January 2025		5,743,943	5,670,408
Fund balances at 31 December 2025		1,141,933	5,743,943

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 22 to 37 form part of these financial statements.

BISON IN THE COMMUNITY LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**14**		91,455		-
Current assets					
Stocks	**15**	90,020		57,762	
Debtors	**16**	5,198,674		4,738,243	
Cash at bank and in hand		1,589,089		2,111,850	
		6,877,783		6,907,855	
Creditors: amounts falling due within one year	**17**	(1,627,305)		(1,163,912)	
Net current assets			5,250,478		5,743,943
Total assets less current liabilities			5,341,933		5,743,943
Provision for other liabilities	**18**		(4,200,000)		-
Net assets			1,141,933		5,743,943
The funds of the charity					
Unrestricted funds	**21**		1,141,933		5,743,943
			1,141,933		5,743,943

The notes on pages 22 to 37 form part of these financial statements.

The financial statements were approved by the trustees on .....

.....	.....
Mr M Lloyd	Mr D McDermott
Trustee	**Trustee**

BISON IN THE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash absorbed by operations	**27**		(449,145)		(1,467,799)
Investing activities					
Purchase of tangible fixed assets		(96,477)		(23,528)	
Proceeds from disposal of tangible fixed assets		-		148,980	
Investment income received		22,861		93,084	
Net cash (used in)/generated from investing activities			(73,616)		218,536
Net cash generated from financing activities			-		-
Net decrease in cash and cash equivalents			(522,761)		(1,249,263)
Cash and cash equivalents at beginning of year			2,111,850		3,361,113
Cash and cash equivalents at end of year			1,589,089		2,111,850

The notes on pages 22 to 37 form part of these financial statements.

1 Accounting policies

Charity information

Bison in the Community Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Muckley Corner House Walsall Road, Muckley Corner, Lichfield, Staffordshire, WS14 0BG.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, 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 financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

1.4 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

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.

Grants are recognised when the company has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to met, the income is recognised as a liailibility and included on the balance sheet as deferred income to be released. Where entitlement occurs before the income is received, the income is accrued

Rental income are amounts receivable for rental services, net of VAT and is recognised on an accruals basis.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

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:

Plant and equipment	15% reducing balance

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 the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price.

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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.

1 Accounting policies **(Continued)**

Basic financial assets

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

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans 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 payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

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

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

Derecognition of financial liabilities

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

1.11 Provisions

Provisions are recognised when the charity has a legal or constructive present obligation as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

1.12 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.

1.13 Retirement benefits

Payments to defined contribution pension scheme are charged as an expense as they fall due.

1.14 Leases

Rentals are payable under a licence. The notice period is 48 hours, therefore, there is no operating lease commitment at the year end.

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 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Grants	17,716	-

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Community Facility Hire		
Sale of goods and services	1,335,244	1,307,985
Educational Program		
Sale of goods and services	2,602,050	2,658,664
Leisure & Recreational		
Sale of goods and services	5,372,642	5,433,604
Miscellaneous		
Sale of goods and services	2,443,337	2,085,218
	11,753,273	11,485,471

5 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Letting and licensing arrangements	66,278	73,637

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	22,861	93,084

7 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net gain on disposal of tangible fixed assets	-	448
Other income	136,435	85,445
	136,435	85,893

8 Expenditure on charitable activities

	Direct Costs	Depreciation	Running costs	Support Costs	Total	Direct Costs	Running costs	Support Costs	Total
	2025	2025	2025	2025	2025	2024	2024	2024	2024
	£	£	£	£	£	£	£	£	£
Direct costs									
Staff costs	2,337,785	-	-	-	2,337,785	2,188,309	-	-	2,188,309
Depreciation and impairment	-	5,022	-	-	5,022	-	-	-	-
Direct costs	1,955,673	-	-	-	1,955,673	1,645,210	-	-	1,645,210
Rates	-	-	191,517	-	191,517	-	178,519	-	178,519
Light & heat	-	-	1,574,223	-	1,574,223	-	1,337,918	-	1,337,918
Postage & stationery	-	-	11,682	-	11,682	-	10,574	-	10,574
Telecommunications	-	-	34,673	-	34,673	-	40,644	-	40,644
Travel expenses	-	-	19,448	-	19,448	-	16,364	-	16,364
Licence fees	1,018	-	3,548,009	-	3,549,027	-	3,408,297	-	3,408,297
Management charges	-	-	483,000	-	483,000	-	485,170	-	485,170
Repairs & maintenance	-	-	4,551,512	-	4,551,512	-	377,766	-	377,766
Intellectual property costs	-	-	1,497,600	-	1,497,600	-	1,543,785	-	1,543,785
Sundry expenses	-	-	27,006	-	27,006	-	25,221	-	25,221
	4,294,476	5,022	11,938,670	-	16,238,168	3,833,519	7,424,258	-	11,257,777
Share of support and governance costs (see note 9)									
Support	-	-	-	166,656	166,656	-	-	155,101	155,101
Governance	-	-	-	193,749	193,749	-	-	251,672	251,672
	4,294,476	5,022	11,938,670	360,405	16,598,573	3,833,519	7,424,258	406,773	11,664,550
Analysis by fund									
Unrestricted funds	4,294,476	5,022	11,938,670	360,405	16,598,573	3,833,519	7,424,258	406,773	11,664,550

8 Expenditure on charitable activities **(Continued)**

Included in repairs and maintenance are costs of £4,200,000 which relate to the dilapidations provision which has been reliably measured up to 31 December 2025.

Last year the Charity paid £1,543,785 additional charges for the use of intellectual property following a review of the licence agreements. The charge was calculated on a percentage of turnover using a similar mechanism to a franchise agreement. Given the size and nature of this amount, it was reflected as an exceptional item in the financial statements. This amount has been reclassified to charitable expenditure now that intellectual property has become a regular charge. In the prior year it was previously reflected in other expenses. The reclassification is to improve the presentation of the financial statements and has no impact on the fund balances.

During the year, annual agreements were entered into which outline the payment for IP on a fixed fee basis for 2025 and 2026. This has been treated as a direct charitable activity cost as reflected above.

The Trustees considered the terms of the agreements and concluded that payment of the amounts specified in those agreements was appropriate. However, no independent professional costings, valuations or quotations to assess the basis on which the agreed amounts were determined were obtained.

9 Support costs allocated to activities

	Direct Costs 2025 £	Total 2024 £
Finance costs	166,656	155,101
Governance	193,749	251,672

Governance costs comprise:	2025 £	2024 £
Audit fees	19,695	14,350
Accountancy	8,062	6,319
Legal and professional	165,992	231,003
	193,749	251,672

10 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	19,695	14,350
Depreciation of owned tangible fixed assets	5,022	-
Loss/(profit) on disposal of tangible fixed assets	-	(448)

11 Trustees

No trustees (or any persons connected with them) received any remuneration or benefits directly from the charity for acting as a trustee during the year.

12 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Employees	248	262

Employment costs	2025 £	2024 £
Wages and salaries	2,171,819	2,065,716
Social security costs	141,946	99,694
Other pension costs	24,020	22,899
	2,337,785	2,188,309

There were no employees whose annual remuneration was more than £60,000.

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Tangible fixed assets

	Plant and equipment £
Cost	
At 1 January 2025	-
Additions	96,477
At 31 December 2025	96,477
Depreciation and impairment	
At 1 January 2025	-
Depreciation charged in the year	5,022
At 31 December 2025	5,022
Carrying amount	
At 31 December 2025	91,455
At 31 December 2024	-

15 Stocks

	2025	2024
	£	£
Consumables	90,020	57,762

16 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	44,746	62,579
Amounts owed by subsidiary undertakings	-	1,018
Other debtors	5,104,392	4,663,477
Prepayments and accrued income	49,536	11,169
	5,198,674	4,738,243

17 Creditors: amounts falling due within one year

	Notes	2025	2024
		£	£
Other taxation and social security		315,019	20,577
Deferred income	19	59,282	-
Trade creditors		642,000	448,440
Other creditors		129,337	194,638
Accruals		481,667	500,257
		1,627,305	1,163,912

18 Provisions for liabilities

	2025	2024
	£	£
	4,200,000	-

Movements on provisions:

	£
Additional provisions in the year	4,200,000

(Continued)

18 Provisions for liabilities

	2025	2024

The charity has an obligation to pay for dilapidations and maintenance costs of the ice rinks which are required for ongoing operations and reparation costs under the terms of the license agreements.

In the prior year the dilapidation cost could not be reliably estimated and was therefore included in the financial statement as a contingent liability.

Since the year end legally binding agreements have been reached. The agreements were signed and invoices were raised by the landlord on 1 April 2026. The balances owed have also been settled in 2026.

On the basis of these signed agreements the dilapidations provision can now be reliably measured and is therefore fully provided in the financial statements in the year ended 31 December 2025. The amounts provided relate to the cost up to 31 December 2025 and are included in repairs and maintenance costs as per note 8.

The Trustees considered the terms of the agreements and concluded that payment of the amounts specified in those agreements was appropriate. However, no independent professional costings, valuations or quotations to assess the basis on which the agreed amounts were determined were obtained.

19 Deferred income

	2025	2024
	£	£
Other deferred income	59,282	-

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	59,282	-

	2025	2024
	£	£
Movements in the year:		
Deferred income at 1 January 2025	-	-
Resources deferred in the year	59,282	-
Deferred income at 31 December 2025	59,282	-

Deferred income represents amounts received in advance from customers for skating sessions and related activities taking place after the year end. The income will be recognised in the Statement of Financial Activities in the period in which the sessions are delivered.

20 Retirement benefit schemes

	2025	2024
Defined contribution schemes	**£**	**£**
Charge to profit or loss in respect of defined contribution schemes	24,020	22,899

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

Payments to the defined contribution pension scheme are charged as expenses as they fall due.

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2025	Incoming resources	Resources expended	Transfers	At 31 December 2025
	£	£	£	£	£
Dilapidation/Maintenance Fund	4,200,000	-	(4,200,000)	-	-
General funds	1,543,943	11,996,563	(12,398,573)	-	1,141,933
	5,743,943	11,996,563	(16,598,573)	-	1,141,933

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
Dilapidation/Maintenance Fund	-	-	-	4,200,000	4,200,000
General funds	5,670,408	11,738,085	(11,664,550)	(4,200,000)	1,543,943
	5,670,408	11,738,085	(11,664,550)	-	5,743,943

Dilapidations/maintenance fund:
The designated fund in the prior year represented the funds set aside towards dilapidation and maintenance costs of the ice rinks. This year the dilapidations have been fully provided up to 31 December 2025 as disclosed in note 18.

22 Post Balance Sheet Event

As mentioned in the trustees report, following the year end, the Charity Commission commenced a statutory inquiry into the charity. The inquiry was not in existence at 31 December 2025 and no findings, determinations or regulatory outcomes have yet been issued. Management have confirmed that the inquiry remains in its early stages and the trustees are cooperating with the Charity Commission. Based on the information currently available, it is not possible to determine the outcome of the inquiry or quantify any potential financial or operational impact on the charity.

23 Related party transactions

Head office services

PI (Lichfield) Limited provides head office and management services to the charity, Staffordshire Winter Sports Club Limited and the wider Planet Ice Group. The controlling party of PI (Lichfield) Limited, Mr M Petrouis, is also a shareholder of the companies related to the Trustee H Rhodes, as mentioned below.

The trustees H. Rhodes and D. Green are employed by PI (Lichfield) Limited and undertake duties for that company and the wider Planet Ice Group. Companies owned by the trustees T Fife and M Lloyd also provide services to PI (Lichfield) Limited and the wider Planet Ice Group.

The charity is charged a fixed annual amount for head office and management services. No breakdown is available of the charges for each of the individual services provided. Similarly, the salaries and service fees paid under the above arrangements are not allocated between PI (Lichfield) Limited, Staffordshire Winter Sports Club Limited, Bison in the Community Limited or other members of the wider Planet Ice Group.

Consequently, no element of the charge can be specifically attributed to remuneration associated with individual trustees.

Entities connected with Trustees

The trustee H. Rhodes is a director and shareholder of KCO Inline Skating Limited and Ice Media Production Limited. The Charity utilises programmes developed by KCO Inline Skating Limited and receives ICT management services from Ice Media Production Limited. Mr M Petrouis is also a director and shareholder of these companies.

Common Trustee company

All of the Charity trustees are also trustees of Staffordshire Winter Sports Club Limited and Gillingham Winter Sports Club Limited.

Transactions with these companies include the following:

	Direct & running costs	
	2025	2024
	£	£
KCO Inline Skating Limited	14,962	36,249
Staffordshire Winter Sports Club Limited	35,062	4,307
Ice Media Production Limited	190,473	133,961
PI (Lichfield) Limited	555,388	540,046
	795,885	714,293

The following amounts were outstanding at the reporting end date:

	Amounts owed to related parties	
	2025	2024
	£	£
KCO Inline Skating Limited	136,569	128,801
Ice Media Production Limited	3,381	5,580
PI (Lichfield) Limited	118,050	23,566
	258,000	157,947

23 Related party transactions **(Continued)**

The following amounts were outstanding at the reporting end date:

	Amounts owed by related parties	
	2025	**2024**
	£	**£**
Staffordshire Winter Sports Club Ltd	18,489	46,358
PI (Lichfield) Limited	333,216	313,200
BBIH Ltd	-	1,018
	351,705	360,576

The following amounts were recognised as an expense in the year in respect of bad debts due from subsidiary undertaking.

	2025	**2024**
	£	**£**
BBIH Ltd	1,018	-

23 Related party transactions **(Continued)**

Other significant commercial relationships

The Charity has transactions and balances with related parties and with entities with which it has significant operational and commercial relationships.

The inclusion of an organisation within this note does not, in itself, indicate that the organisation is a related party as defined by FRS 102. Certain disclosures are included because of the significance of the transactions, contractual arrangements and balances involved.

The Charity operates ice-rink facilities under license arrangements and incurs intellectual-property charges from entities within the wider Planet Ice group.

The Charity operates the rinks under the brand name of “Planet Ice” and "Silverblades".

These relationships are disclosed due to their economic significance to the Charity’s operations. All of the companies are owned and controlled by Mr M Petrouis.

Transactions with these companies include the following:

Intellectual-property charges

	2025	2024
	£	£
PI Property Leisure Limited	1,241,342	1,293,810
The Ice Rink Company Limited	256,258	249,975

Licence fees

	2025	2024
	£	£
Planet Ice (Bristol) Limited	893,376	819,000
Planet Ice (Gosport) Limited	364,000	347,750
Planet Ice (Hemel Hempstead) Limited	416,000	397,800
Planet Ice (Milton Keynes) Limited	702,000	682,500
Planet Ice (Peterborough) Limited	286,000	260,650
Silverblades Ice Rink Company (Gillingham) Limited	520,000	514,800
Planet Ice (Basingstoke) Limited	334,880	338,640

Recharges – Insurance, service charge, hire of equipment, electricity

	2025	2024
	£	£
The Ice Rink Company Limited	26,122	36,427
Planet Ice (Hemel Hempstead) Limited	26,171	147,057
PI Property Leisure Limited	519	-
Nice Leisure Limited	39,187	-
Planet Ice (Basingstoke) Limited	1,068	-
Icities Ltd	48,346	-

During the year fixed assets were sold at net book value to PI Property Leisure Ltd amounting to £Nil (2024: £104,427)

During the year fixed assets were sold at net book value to The Ice Rink Company Ltd amounting to £Nil (2024: £38,098)

During the year the professional charges of £Nil (2024: £89,185) were recharged by PI Property Leisure Ltd

23 Related party transactions **(Continued)**

The following amounts were outstanding at the reporting end date:

Amounts owed by Planet Ice group entities

	2025	2024
	£	£
Planet Ice (Basingstoke) Limited	528,555	-
Planet Ice (Bristol) Limited	469,923	363,813
Planet Ice (Gosport) Limited	491,613	486,963
Planet Ice (Hemel Hempstead) Limited	136,062	124,967
Planet Ice (Milton Keynes) Limited	720,588	590,718
Planet Ice (Peterborough) Limited	172,400	157,390
Silverblades Ice Rink Company (Gillingham) Limited	370,487	431,273
Ice Rink (Gillingham) Co	220,897	303,571
PI Property Leisure Limited	1,643,075	1,836,140

Amounts owed to Planet Ice group entities

	2025	2024
	£	£
Icities Limited	334	-
Planet Ice (Basingstoke) Limited	-	93,147

24 Subsidiaries

Details of the charity's subsidiaries at 31 December 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct	Indirect
BBIH Limited	England	Ice hockey sports team	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
BBIH Limited	-	(25,142)

The investment is held at nil value in the financial statements. The company has ceased to trade.

This is the only subsidiary and its results are not material therefore group accounts have not been prepared.

25 Company limited by guarantee

The company is limited by guarantee, each member having undertaken to contribute such amounts not exceeding one pound as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are 5 members of the company.

26 Funds received as agent

The Charity acts as an agent under contracts on behalf of various external events providers. Under these contracts funds received as agent amount to £1,675,680 (2024: £1,516,208) and amounts paid as agent amount to £1,019,059 (2024: £968,307).

The income and costs of the contracts are not recognised separately in the Charity's SOFA since the Charity does not have the rights to this income and is not acting as principal. Surcharges of £169,147 (2024: £159,357) have been charged by the charity as a booking fee on tickets sold and these are included in miscellaneous income (see note 4).

At the balance sheet date amounts due to the various external events providers amount to £88,496 (2024: £59,624) and are included in other creditors.

The charity invoices the agent for ice time and referee costs, these invoices are settled before paying over the balance

27 Cash absorbed by operations

	2025	2024
	£	£
(Deficit)/surplus for the year	(4,602,010)	73,535
Adjustments for:		
Investment income recognised in statement of financial activities	(22,861)	(93,084)
Gain on disposal of tangible fixed assets	-	(447)
Depreciation and impairment of tangible fixed assets	5,022	-
Movements in working capital:		
(Increase) in stocks	(32,258)	(206)
(Increase) in debtors	(460,431)	(1,057,273)
Increase/(decrease) in creditors	404,111	(390,324)
(Decrease) in provisions	4,200,000	-
Increase in deferred income	59,282	-
Cash absorbed by operations	(449,145)	(1,467,799)

28 Analysis of changes in net funds

The charity had no material debt during the year.