COX GREEN COMMUNITY CENTRE

Registered Charity No. 277252-R

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2026

COX GREEN COMMUNITY CENTRE
TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31st MARCH 2026

LEGAL AND ADMINISTRATIVE DETAILS

Registered Charity Number	:	277252-R
Status	:	Unincorporated Charity
Principal Address	:	51 Highfield Lane Cox Green Maidenhead Berkshire SL6 3AX

Trustees at the date of this report :

Trustee	Appointed by
Mr. Mark Julian Russell	Community Association
Mrs. Ruby Doughty	Community Association
Mrs. Jennifer Hopper	Diocese of Oxford
Mr. Robert Winlo	Diocese of Oxford
Mr. Christopher Moriarty	RBWM
Mr. Gary Reeves	RBWM

All the Trustees served for the full year.

The Trustees are appointed by the bodies shown according to their own internal processes over which the Centre has no influence. The appointing bodies are responsible for the induction and training of their Trustees.

Governing Document	:	Trust Deed dated 15th December 1978.
Objects of the Charity	:	For the benefit of the Inhabitants of Cox Green in the County of Berkshire and its immediate neighbourhood without distinction of sex or political, religious or other opinions by associating the Local Authorities, Voluntary Organisations and Inhabitants in a common effort to advance Education and Religion. To provide facilities for recreation and leisure time occupation with the object of improving the conditions of life of the said Inhabitants.
Solicitors	:	Kidd Rapinet
Bankers	:	Caf Bank Limited
Examiners	:	Grey and Green Ltd. 268 Bath Road Slough Berkshire SL1 4DX
Co-operation with other charities	:	Cox Green Community Association (265963) and Victory Hall Trust (264285) both have similar objectives, i.e. "for the benefit of the community of Cox Green".

COX GREEN COMMUNITY CENTRE
TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31st MARCH 2026

ORGANISATION

The Trustees meet annually to review the Charity's activities. Authority is delegated to the Management Committee which meets every three months. Responsibility for day to day operations at the Community Centre is delegated, as appropriate, to the Duty Manager and the Centre's Staff.

RESERVES

It is the policy of the Charity to maintain free reserves which, after taking into consideration the required asset base at the Community Centre, are sufficient to service the objects of the Charity. The Centre's running costs are largely fixed and its income variable, necessitating that these reserves be held at a relatively high level Purchases of capital equipment are financed out of existing cash deposits, and from grants and donations.

Restricted reserves consist of the portion of net book values of capital items for which specified funding was received, surpluses built up by the Pre School Activity in previous years, which can be used only for activities benefiting children and young people, and the unspent balances on grants and donations made for specific purposes. At the 31st March 2026 these reserves were made up as follows :

	£
Net book value of the funded portion of cooker, toilets and other equipment	29,515
Pre School and Summer Camp surpluses	30,514
Net book value of funded portion of new entrance	22,458
	82,487

The net book values do not represent a future cash commitment.

RISK MANAGEMENT POLICIES

The Charity has accepted the risk management policies of the Local Authority. Major risks to the Charity's income can arise from a dramatic reduction in Hall Hires, as has been seen during the Covid pandemic. Indications are that bookings are recovering as normality returns. Meanwhile cash reserves and the cost base are closely monitored to ensure that the Charity can continue to function until the economic environment stabilises. Asset risks are mitigated by comprehensive insurance cover and by regular health and safety assessments. Financial and administrative controls are operated to provide security against the possibility of fraud.

INVESTMENT POWERS

The Trustees have powers under the Trust Deed to make investments at their absolute discretion, as they think fit.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The law applicable to charities in England and Wales requires the Trustees to prepare for each financial year financial statements which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing those financial statements, the Trustees are required to :

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards, statements of recommended practice, and the guidance published by the Charities Commission have been followed subject to any departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities' Act 2011. They are also responsible for safeguarding the assets of the Charity.

COX GREEN COMMUNITY CENTRE
TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31st MARCH 2026

ACTIVITIES, ACHIEVEMENTS AND REVIEW OF THE YEAR

The past twelve months have been a busy period for Cox Green Community Centre. What has dominated the focus of trustees has been the long-term financial sustainability of this important community asset. In the previous year the pre-school made a net loss; a concern as this part of the Centre's activity has acted as a cash generator in previous years. This, therefore, prompted a review of options for different models moving forward.

The option that received the greatest attention was the potential transfer of the Centre, and its activities, to Cox Green Parish Council. This was considered the strongest long-term option because the Parish Council has access to funding mechanisms that the Community Centre does not, most notably its ability to raise income through the council tax precept. That additional financial resilience could have helped protect the Centre and the valuable services it provides for the community for many years to come. A transfer would always have been a complex process given the number of organisations with an interest in the Centre, alongside the practical and legal challenges involved in transferring a community asset.

A considerable amount of work was undertaken by both the Trustees and the Parish Council to explore whether such a transfer could be achieved. Ultimately, however, Trustees concluded that it was not the right solution. Due to restrictions on the Parish Council, it would not have been able to operate the educational business, meaning the pre-school could not transfer with the Centre. Various alternatives were explored, including establishing a separate Community Interest Company to run the pre-school, but none proved viable. Ensuring the pre-school remained at the heart of the Centre was a non-negotiable principle for Trustees and, as a result, the proposed asset transfer did not proceed.

These financial concerns were accompanied by questions around volunteer capacity. Following last year's AGM, long-serving volunteers Mick Stringer and Paul Brimacombe stepped down from the Management Committee. Both have made an enormous contribution over many years and have been instrumental in the successful running and development of the Community Centre. On behalf of everyone involved, I would like to thank them sincerely for the countless hours they have dedicated to the Centre and our community.

Thankfully, both of these concerns eased over the course of the year. Changes to Government funding resulted in an increase in income of approximately £30,000, allowing the Centre to record an overall surplus of £11.9k. The pre-school itself returned to a healthy surplus of around £14k. While this is very welcome, it also highlights that without the increase in Government funding the Centre would still have recorded a deficit. Increasing income from hall hire and developing other revenue streams therefore remains a key priority for the year ahead.

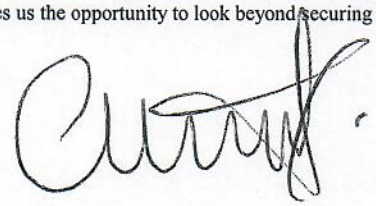
We were also delighted to welcome new volunteers to the Management Committee. Tony Moore has taken on the significant responsibility of Treasurer following Mick's retirement. Gary Reeves has become Chair of the Management Committee, while Phil Haseler and Madeline Hernandez joined in July 2026 as representatives of the Community Association. Their enthusiasm, experience and willingness to get involved give me great confidence for the future.

Finally, I wanted to reflect on a couple of moments that, for me, captured what the Community Centre is really about: bringing people together. Our annual pantomime attracted record audiences, demonstrating once again how important community events are to local people. We also had the opportunity to celebrate the remarkable contribution of Reverend Joan Hicks as she retired after more than twenty years leading the Good Shepherd Church. Joan has married, baptised, supported and comforted countless people across our community, and it was fitting that so many came together at the Centre to thank her and wish her well. We are also grateful for everything Joan has contributed as a member of the Centre's Management Committee over the years.

I believe the Centre now has a strong volunteer team, supported by an outstanding management team, and a much clearer picture of its medium and long-term future. That gives us the opportunity to look beyond securing the Centre's future and towards growing its impact at the heart of the Cox Green community.

Chris Moriarty

Chair of Trustees



The Trustees' Report was approved by the Board of Trustees on the 7th August 2026 and signed on its behalf.

COX GREEN COMMUNITY CENTRE
REPORT OF THE INDEPENDENT EXAMINER TO
THE TRUSTEES OF COX GREEN COMMUNITY CENTRE

I report to the trustees on my examination of the accounts of Cox Green Community Centre] ("the Charity") for the year ended 31 March 2026, which are set out on pages 5 to 14.

Responsibilities and basis of report

As the charity trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which give me cause to believe that, in any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011;
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view, which is not a matter considered as part of an independent examination.



Christopher Sellars
Member of The Institute of Chartered Accountants in England & Wales
Grey and Green Ltd.
Chartered Accountants
268 Bath Road
Slough, Berks SL1 4DX

Date: 11 August 2026

COX GREEN COMMUNITY CENTRE
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31st MARCH 2026

	Notes	Unrestricted Funds £	Restricted Funds £	2026 Total £	2025 Total £
Incoming resources					
Voluntary Income	7	5,378	20,251	25,629	33,716
Activities for generating funds	8	10,052	0	10,052	9,440
Investment income	9	5,085	0	5,085	6,968
Income from charitable activities	10,12	41,370	143,391	184,761	156,983
Other incoming resources	12	0	0	0	0
Total incoming resources		61,885	163,642	225,527	207,107
Resources expended					
Costs of activities for generating funds	13	9,617	941	10,559	11,244
Costs of charitable activities	14,15	44,415	157,171	201,585	191,749
Governance costs		1,420	0	1,420	1,900
Total resources expended		55,452	158,112	213,564	204,893
Net incoming/(outgoing) resources before transfers		6,432	5,529	11,962	2,214
Transfers between funds		-49	49	0	0
Gain/(loss) on revaluation of investments		0	0	0	0
Balance brought forward at 1st April 2025		255,253	83,162	338,415	336,201
Balance carried forward at 31st March 2026		261,636	88,740	350,377	338,415

There were no gains or losses other than the result for the year which relates entirely to continuing operations.

COX GREEN COMMUNITY CENTRE

BALANCE SHEET AS AT 31st MARCH 2026

		2026		2025	
		£	£	£	£
Fixed Assets	Notes				
Tangible Assets	2		168,477		169,784
Investments	3		79,748		83,049
			248,224		252,833
Current Assets					
Stocks	4	837		890	
Trade Debtors	5	9,426		6,789	
Other Debtors	5	1,861		2,071	
Cash on Deposit		94,704		88,611	
Cash at Bank		8,819		5,592	
Cash in Hand		575		646	
		116,223		104,598	
Creditors : amount					
falling due within one year	6	-14,072		-19,017	
Net Current Assets			102,151		85,582
NET ASSETS			350,376		338,415
Unrestricted Funds					
Balance at 1st April 2025		255,253		246,688	
Net Reserve (Deficit)/Surplus		6,383		8,565	
			261,636		255,253
Restricted Funds					
Specified Reserves		82,490		76,912	
Fixed Asset Replacement Reserve		6,250		6,250	
			88,740		83,162
TOTAL FUNDS			350,376		338,415

The notes on pages 9 to 14 form part of these Financial Statements.

3/9/26

The Financial Statements were approved by the Trustees on … 2026 and signed on their behalf.

Trustee

T Moore
Treasurer

COX GREEN COMMUNITY CENTRE
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31st MARCH 2026

ACCOUNTING POLICIES

Basis of Preparation of the Financial Statements

These Financial Statements have been prepared under the Historical Cost Convention and in accordance with applicable accounting standards and the Statement of Recommended Practice : Accounting and Reporting by Charities (revised 2005).

The Charity has taken advantage of the exemption allowed by FRS 1 from the requirement to produce a cash flow statement on the grounds that it qualifies as a small entity.

Tangible Fixed Assets and Depreciation

The Charity does not capitalise sundry equipment costing less than £500.

Provision for depreciation of Fixed Assets held for use by the Charity is made at annual rates calculated to spread the cost of each asset over its expected useful life. The depreciation rates currently in use vary between 2% for the principal buildings and 36% for equipment on a straight line basis.

Income and Expenditure

Income and Expenditure for the year is recognised under the accruals basis.

Allocation of Management, Administration and Facilities Costs

All non-specific overheads are apportioned between Costs of Fund Generating Activities and Costs of Charitable Activities. Management and Administration Costs are apportioned on the basis of estimated time employed by the relevant staff. Facilities Costs are apportioned on the basis of actual or notional Hall Hire charges. The amounts are shown in Notes 16 and 17.

Leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Income and Expenditure Account as incurred.

Funds

Unrestricted Funds are available for use at the discretion of the Trustees. Restricted funds are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes.

Stocks

Stocks are valued at the lower of cost and net realisable value, using the first-in first-out basis.

ACCOUNTING POLICIES (CONTINUED)

Investments

Investments held at the balance sheet date are shown under the heading of Fixed Assets and have been stated at Market Value at the Balance Sheet Date.

COX GREEN COMMUNITY CENTRE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2026

2. FIXED ASSETS

	Leasehold Buildings	Office Equipment	Furn., Fittgs & Equipmnt	Total
Cost	£	£	£	£
At 1st April 2025	320,422	5,450	229,016	554,888
Additions	0	0	17,965	17,965
Disposals	0	0	0	0
At 31st March 2026	320,422	5,450	246,981	572,853
Depreciation				
At 1st April 2025	231,859	5,450	147,797	385,106
Disposals	0	0	0	0
Charge 2025/6	7,500	0	11,771	19,271
At 31st March 2026	239,359	5,450	159,568	404,377
Net Book Value				
At 1st April 2025	88,563	0	81,219	169,782
At 31st March 2026	81,062	0	87,412	168,475

3. INVESTMENTS

Valuation	2026 £	2025 £
COIF Charities Deposit Fund	79,748	76,633
Charinco Common Investment Fund	0	6,415
	79,748	83,049

In the opinion of the Trustees the above figures represented the market valuations of the above investments as at 31st March 2026.

The investments are held within the United Kingdom.

4. STOCK

	2026 £	2025 £
Stock held for resale	837	890

5. DEBTORS

(Due in the next financial year)

Trade Debtors	9,426	6,789
VAT	0	0
Prepayments	1,861	2,071
Recharges	0	0
	11,288	8,860

6. CREDITORS	2026	2025
Amounts falling due within one year	£	£
Trade Creditors	479	1,103
VAT	-959	2,550
Deposits held	950	1,300
RBWM	4,476	6,334
Other Creditors	3,309	2,376
Accruals	5,816	5,354
	14,072	19,017

7. VOLUNTARY INCOME	Unrestricted Funds	Restricted Funds	2026 Total	2025 Total
Royal Borough of Windsor & Maidenhead :	£	£	£	£
Premises Cost Contribution	0	12,456	12,456	9,968
Capital Equipment	0	7,555	7,555	21,229
Cox Green Community Association:				
Kitchen Door	0	0	0	1,000
Donations from individuals	5,378	0	5,378	88
Donations from other charities	0	240	240	1,431
	5,378	20,251	25,629	33,716

8. ACTIVITIES FOR GENERATING FUNDS				
Bar Sales	4,651	0	4,651	4,456
Hall Hire to Non-local Users	2,530	0	2,530	2,610
Other Fundraising Activities	2,871	0	2,871	2,374
	10,052	0	10,052	9,440

9. INVESTMENT INCOME	£	£	£	£
BlackRock Charities UK Bond Fund	0	0	0	233
COIF Charities Deposit Fund	3,624	0	3,624	4,775
Other Bank Interest	1,461	0	1,461	1,960
	5,085	0	5,085	6,968

10. INCOME FROM CHARITABLE ACTIVITIES	Unrestricted Funds	Restricted Funds	2026 Total	2025 Total
Centre Subscriptions	862	0	862	1,156
Entry Fees and Sundry Income :				
Summer Camp	0	0	0	0
Pre-School	0	143,391	143,391	114,138
Hire of Facilities to Local Users :				
Rooms to the Church of the Good Shepherd	3,397	0	3,397	3,184
Rooms to other Users	37,111	0	37,111	38,505
	41,370	143,391	184,761	156,983
11. OTHER INCOMING RESOURCES				
Profit on Disposal of Assets	0	0	0	0
12. CHARITABLE INCOME BY ACTIVITY				
Subscriptions	862	0	862	1,156
Hire of Facilities	40,508	0	40,508	41,689
Summer Camp	0	0	0	0
Pre-School	0	143,391	143,391	114,138
	41,370	143,391	184,761	156,983
13. COSTS OF FUND GENERATING ACTIVITIES				
Bars :				
Cost of Sales	2,230	0	2,230	1,908
Wages & Salaries	856	0	856	550
Depreciation	0	0	0	0
Other Direct Costs	180	0	180	180
Allocated Costs (See Note 16)	3,524	0	3,524	3,388
Total Bar Costs	6,791	0	6,791	6,026
Hall Hire Allocated Costs (See Note 17)	2,826	892	3,719	3,253
Advertising and Publicity	0	49	49	1,965
	9,617	941	10,558	11,244

COX GREEN COMMUNITY CENTRE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2026

	Unrestricted Funds	Restricted Funds	2026 Total	2025 Total
14. COSTS OF CHARITABLE ACTIVITIES	£	£	£	£
Wages and Salaries	0	101,089	101,089	106,100
Training	0	440	440	990
Materials and Consumables	0	2,772	2,772	1,739
Repairs and Equipment	0	1,671	1,671	650
Insurance	0	610	610	402
Activities and Sundries	0	2,890	2,891	2,314
Depreciation	0	854	854	984
Allocated Costs (See Notes 16 & 17) :				
Management and Administration	0	6,167	6,167	5,929
Facilities	44,415	40,678	85,093	72,641
	44,415	157,171	201,586	191,749
15. CHARITABLE COSTS BY ACTIVITY				
Hire of Facilities	44,415	20,056	64,471	55,792
Summer Camp	0	0	0	0
Pre-School	0	137,115	137,115	135,957
	44,415	157,171	201,585	191,749

	2026	2025
16. ALLOCATED COSTS : MANAGEMENT AND ADMINISTRATION		
Wages and Salaries	39,646	38,418
Postage, Stationery, Telephones and Copying	1,841	1,598
Depreciation	0	0
Other Costs	2,565	2,335
	44,051	42,351
Allocated to :		
Summer Camp	0	0
Pre-School	6,167	5,929
Total Charitable Costs	6,167	5,929
Bars	3,524	3,388
Facilities	34,360	33,033
	44,051	42,351

Management and Administration Costs are allocated on the estimated time spent by Management and Administrative Staff on the Centre's various activities.

17. ALLOCATED COSTS : FACILITIES

	2026 Total	2025 Total
	£	£
Wages and Salaries	2,155	2,102
Materials and Consumables	1,449	1,559
Repairs and Equipment	17,772	10,051
Rent and Rates	2,070	1,418
Lighting and Heating	9,294	9,294
Insurance	2,453	2,220
Depreciation	18,417	15,221
Other Costs	842	996
Allocated Management and Admin Costs	34,360	33,033
	88,812	75,895
Allocated to :		
Fund Generating Activities :		
Hall Hire to non-Local Users	3,719	3,252
Restricted Reserves	6,396	4,720
Charitable Activities :		
Hall Hire to Local Users	58,435	51,073
Pre School	20,262	16,850
Summer Camp	0	0
Sub-total Charitable Activities	78,698	67,923
	88,812	75,895

Facilities Costs are allocated on the basis of Hall Hire Charges at the Centre's published rates.

18. WAGES AND SALARIES

The average numbers of employees during the year, expressed in full-time equivalents working a 37 hour week was 5.1 (2024/5 : 5.3). No employee received remuneration amounting to more than £50,000 in either year.

Their wages and salaries and other costs were as follows :	2026	2025
	£	£
Wages and Salaries	138,778	141,778
Social Security Costs	3,106	3,568
Pensions	1,861	1,825
	143,746	147,170

No remuneration was paid to the Trustees during the year (2025 : £Nil), nor were any Trustees' expenses reimbursed (2025 : £Nil). Liability insurance amounted to £721 (2025 : £519).

19. CONTINGENT LIABILITIES

There were no material contingent liabilities at 31st March 2026.

20. FINANCIAL COMMITMENTS

At 31st March 2026 the Charity had no commitments under non-cancellable leases (2025: Nil).

21. RELATED PARTIES

Membership of the Board of Trustees and the voting power of those members is split equally between the Cox Green Community Association, the Diocese of Oxford (through the Church of the Good Shepherd), and the Royal Borough, and these parties could be deemed to be in a position to exercise significant influence over the Centre's affairs. Income received from these parties is disclosed under notes 7 and 10, and the amounts owed to the Royal Borough at 31st March, 2026 are shown in note 6.
There were no other significant transactions between the Centre and these parties.