



# Community Sports Trust

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

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FOR THE YEAR ENDED 31 MARCH 2021

## Contents

Trustees Report	03
Independent Auditors Report	12
Statement of Financial Activities	17
Balance Sheet	18
Statement of Cash Flows	19
Notes to the Financial Statements	20



# Brentford Community Sports Trust

Brentford FC Community Sports Trust is an independent charity which operates in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of sport and education to inspire people; raise the aspirations of our local community; develop community facilities; and to give local people the confidence and skills to reach their full potential.

Working together with our partner organisations, we are committed to having a positive impact on people's lives and creating significant benefits to the communities we serve. Sustainability is central to everything we do, and our projects are designed with longevity in mind – both in terms of being able to sustain long-term delivery and making sure the impact we have on individuals makes a lasting difference to their lives.

As a charity we aim to deliver meaningful impacts addressing local need, based on significant insight via partnerships with like-minded organisations and employing genuine analysis of local data. Our delivery is designed to break down barriers, to inspire the people we work with, to help them realise their potential and achieve their goals, and to develop a pride in themselves and the communities in which they live.

## Our vision is:

*"To use sport to engage, inspire and empower people in west London to achieve their life goals."*

Underpinning those three objectives are our charity values, namely:

- Inspiring
- Innovative
- Inclusive

Summarising our approach is our mission statement:

To create an exciting, progressive and socially inclusive multi-sports participation, coach education and facility development programmes, enabling participants, coaches and volunteers to realise their potential.

# Trustees Report

The trustees, who are directors for the purposes of company law, hereby present the annual report together with the financial statements of the charitable company for the year ended 31 March 2021.

## Objectives and activities

### Public benefit

Rewind to March 2020, an ambitious growth strategy combining new staff and facilities was ready for sign off and then came the announcement of the first lockdown. This, as we now know was the beginning of an unprecedented time that would test us all, mentally, physically and financially, as individuals, communities and within the establishments that we operate. We immediately switched to a crisis mode of operation, setting up response teams made up of officers and trustees. The government Job Retention Scheme provided us with the flexibility to adjust to the conditions, with the aim of protecting the organisation and its employees from the financial impact and long-term uncertainty imposed by the pandemic.

Our primary concern was our staff and participants. We consulted staff and they all wanted to do what they could to continue our services. We then consulted partner schools and organisations. This resulted in a collective response to support the effort in keyworker schools, develop and deliver activity bags enabling children living in areas such as high rise blocks with limited space to develop their own indoor games and to provide telephone and online support to our vulnerable groups. We also developed a series of webinars involving Trust staff and players from both our Womens and Mens teams, covering topics including resilience, health and nutrition, plus of course sport, including football and gymnastics. Out of adversity came innovation and a sense of hope.

The pandemic delayed our plans to initiate a range of outdoor football and indoor sports activities at the new sports hub at Gunnersbury Park. During the Lockdown periods and summer 2020, we became aware of youths accessing the closed facility by scaling the fences and breaching the locks. We supported the wider partnership by providing a staff team to positively engage the young people, setting up a number of activities operating within the rules for outdoor sport.



# Trustees Report

Our strategic partners and funders worked with us to ensure that we could continue to deliver activity with an understanding that we would be creative in our delivery. In many cases the funders also agreed that we would carry forward funding and fully re-launch when we could do so.

Emerging from the pandemic we are in very good shape to respond to increased need for activities and extended services. The flagship Park Life site at Gunnersbury Park is now open and we have an office base at the site. This is in close proximity to the new Brentford Community Stadium and our new Social, Education and Health hub. Looking from the air, it is clear that we have a fantastic campus which presents a canvas on which we can creatively tackle the increased challenges faced by members of our surrounding communities, with regard to mental and physical health, education, employment and training.

It was a tough year, but we are at our best when faced with a challenge. It has never been more important for us all to work together for a brighter future and we are uniquely placed to be part of the solution.

## Monitoring & Evaluation

We established a new team to improve the gathering of our qualitative and quantitative evidence, ensuring that stakeholders can articulate our social value both internally and externally. The impact of the Trust far exceeds our participant numbers, and it is the long-term impact that our programmes have on individuals, although harder to quantify, that truly exemplifies the skill and expertise of our staff and programmes.

We have made progress in this area over the last year with the development of the dashboard and the use of tableau to visually show impact. However, a clear process, defined team and greater rigour will ensure a shared accountability across all teams and programmes.

From the new academic year, the team will provide training support, additional resource where needed whilst tracking data at department level, on a weekly basis. Its success will be measured when the data within our online platform is easily accessible, up to date, and accurate, enabling us to produce

monthly impact reports/ newsletters to Trustees and stakeholders.

With the diversity of programmes and participants anticipated to grow significantly over the coming months and years, it is important that we improve and refine process, enabling us to report back accurately to funders, trustees and other stakeholders, on the depth and breadth of Trust programmes.

## Achievement and Performance

### Review of activities

Brentford FC Community Sports Trust responded to the pandemic by adapting our response to make a positive difference. Between April 2020 and March 2021, we provided support to 7501 individual participants from within our community across the London boroughs of Hounslow, Ealing and Richmond.

Working in consultation with our Board of Trustees, we adapted working practices and invested in infrastructure to ensure that staff could continue to deliver projects effectively and safely; and respond appropriately to community need. We ensured that we were Licenced to Operate, with appropriate governance, safeguarding and health & safety procedures initiated to ensure that our activities were safe for participants and staff.

A proactive approach focussed on three key areas – participants, staff and partners.

Outreach sports staff and youth workers supported disadvantaged families on estates; provided specialist 1:1 mentoring; and pastoral support for teenagers and young adults. We initiated the BeeatHome campaign, ensuring 600 Trust designed activity packs were delivered across eight Hounslow housing estates, encouraging children and adults to keep active and remain engaged with the Club. This was followed by at #BeeWell, supported by EcoWorld London, aimed at helping people with their physical and mental well-being as a response to evidence that the crisis had worsened young people's mental health. Social media platforms were utilised to set online challenges and webinars with staff and guest BFC players. At Christmas vulnerable families benefited from our Festive Feast initiative, in partnership with local



## Trustees Report

company, PizzaSi. 300 fresh pizzas were delivered to local families and residents in disadvantaged areas. Children and young people with disabilities were supported through our Hounslow Short Breaks programme. We offered a range of online programmes including weekly home activity videos, online multi-sports & social group sessions, and the continuation of the Leadership and Volunteering Programme for participants aged 13-18 years, including the completion of two AQA courses. 200 families were supported with respite time whilst their children/young people engaged in our activities.

The Deaf Sports Plus Project supported 100 deaf people. Online support included the introduction of weekly multi-sports sessions at a local primary school, home activity videos created by young deaf people, and a new Leadership Programme for participants aged 13-21 years. Also, in partnership with Action-attainment in Richmond, over 60 young people with social and communication difficulties were supported with accessible activity.

Participants within our Young Carers programme continued to be offered support. Online Zoom sessions were introduced with workshops including Art & Music, Mental Health & Wellbeing. Welfare calls to families ensured that we retained our connection

and support until we were able to resume face to face outdoor activity as restrictions eased. A grant from the Hounslow Response fund supported 100 Young Carers with family hampers and well-being bags.

We continued our schools provision, working directly with vulnerable and key worker children. Regular weekly delivery at 18 primary schools ensured children had access to high quality provision in a challenging year. 200 school children received P.E. bags, enabling pupils to have their own individual equipment. 6-week lesson plans were compiled and distributed, while PE resource packs were developed for teachers. These initiatives led to interaction with over 2000 pupils/families, increasing school day average physical engagement levels by 120 minutes per week.

PE Coordinators said that the activity bags "provided much needed sporting equipment and resources to support pupils and families in and out of school". Parents commented that the "pressure" from their children to go out and exercise, had increased their own physical activity levels.

The English Football League Trust and Ferrero funded Joy of Moving project saw us engage with 60 primary schools across 2 different campaigns throughout the year, promoting health, nutrition and well-being.





## Trustees Report

Online engagement was a new focus. We achieved fantastic support from Brentford Football Clubs men's and women's first-team squads. Providing a new approach to engaging our community, a range of online webinars were launched with guest appearances from players and the creation of safe and engaging universal content via online platforms designed to appeal to participants across all our projects.

We created an online Premier League Primary Stars Hub for pupils and teachers to access Literacy, Numeracy and PE resources. Engaging 200+ participants, the literacy & numeracy element helped improve pupil confidence and self-esteem in the subjects. PLCF consultant Mel Kinnear agreed, saying that the "...hub was truly outstanding on so many levels.....visually appealing and interactive."

Within our education & learning support department, LB Ealing commissioned us to provide a range of positive activities to support the Brighter Futures Programme and Early Intervention Services – for young people in and on the edge of care.

12 young people with a complex range of needs successfully received 40 hours of support over a 6-month period, working intensively with staff to improve their self-esteem, leading to wider engagement in education, training and employment and enhanced stability in their lives.

Working closely with a dedicated multi-disciplinary team within the local authority Building My Future programme, 8 young people from mainstream education were referred due to needs including gang affiliated activity, mental health, managing behaviour, developmental trauma, speech and language and anger management. Over a 3-6 month period, each young person received weekly sessions from a BFCCST mentor, who provided a safe environment to support and build strategies to successfully help manage their needs.

In partnership with Brentford FC and Digital Works, we created an interactive history workshop delivered to 360 pupils aged 10-11yrs old, from 6 primary schools in Ealing, Richmond and Hounslow. 360 learning hours were completed while a full set of teaching resources and an interactive presentation was produced to enable teachers to deliver independently whilst

covid-19 Lockdown restrictions were in place. Within our National Citizen Service (NCS) offer, we adapted our programme in line with NCS and government guidance. 15 new seasonal staff were recruited to support the 95 young people that completed the summer or autumn programme, with 2,784 social action hours achieved, including 624 hours of direct volunteering with local community organisations.

Our boys' post-16 education and football programme continued with appropriate adaptation to Covid-19 conditions. While undertaking BTEC or A Level study at their chosen school or college, Trust staff have supported 80 aspiring footballers with their training, nutrition & fitness, and competitive match programme. Online training plans and activity were developed during Lockdown periods, while face to face activity resumed as soon as conditions allowed. We also initiated plans to create a female post 16 equivalent, with trials and training taking place throughout the year as part of the recruitment process for a girl's cohort to launch in September 2021.

Within health, we ran 239 sessions, engaged 314 unique participants and achieved a total of 1895 attendances. Three separate adult weight management courses throughout the year proved effective, with participants losing an average of 6kg over the 12-week programmes. We continued our successful partnership with NHS Hounslow dieticians to deliver child weight management classes. Our work with the recovery college continued online and we started a new mental health project in partnership with the Hounslow IAPT (Increasing Access to Psychological Therapies) service to deliver psychological wellbeing tips alongside football strength and skills classes.

The year also saw us move to new offices and a central sports hub at Gunnersbury Park, working closely with local Councils, key stakeholders and partner organisations to ensure that the new facilities were quickly operational and accessible. Following reports of trespass and breaking of locks plus reports of up youths accessing the new Park Life facility, we worked with the local authority and other key partners to clear the rubbish and engage directly with over 100 youths in organised positive sports activity utilising the new Artificial Grass Pitches.

Funding remained a focus, both in our ability to



## Trustees Report

adapt to the new working conditions and appropriate Covid response activity on the ground. The London Community Relief Fund and Sport England provided staff online infrastructure and resources, enabling effective home working.

Despite the financial difficulties for businesses, we worked in partnership with Brentford Football Club on fundraising and commercial support, raising over £100,000 for investment in community projects.

The unified response of our staff through direct action has been inspiring for participants and beneficiaries, attracting praise from the Mayor of London through a letter to Brentford Football Club recognising the support offered to residents and families in west London.

The table below shows our engagement levels over the past 3 financial years:

	2018-2019	2019-2020	2020-2021
Number of participants	10,818	11,206	7,501
Aggregate attendance	211,115	216,446	110,989
Av. Contact hours	32.08	31.48	24.27
No. of sessions	11,407	11,649	12,704

### Post year end 31.3.2021 events

The emergence from Lockdown 3 represented an ideal opportunity for us to reconnect quickly with our community and showcase our new sports hub and offices at Gunnersbury Park.

Easter 2021 saw us deliver Holiday Hunger camps in partnership with Hounslow Council with more planned for later in the year; 185 boy and girls registered to attend a range of holiday provision including football and gymnastics at Gunnersbury Park; our first training and match programme of the year for male and female football development players took place; and we continued to expand our post 16 football and education programme with trials for our first female cohort as part of a recruitment drive for September 2021.

In May, a long-term partnership with Hounslow Council and The Johan Cruyff Foundation resulted in the completion and opening of a high quality 'Cruyff Court' at Brentford Towers estate, located mid-way between Brentford FC's former home at Griffin Park and the club's new stadium at Lionel Rd. The new facility will provide local children and families plus the wider community with access to a superb new all-weather surface for sport.





## Trustees Report

In autumn 2021 the Trust is planning to move into its purpose-built new office facilities adjacent to the Brentford Community Stadium. Considerable work has been undertaken on planning the move, evaluating capital expenditure required to furnish the new offices and reviewing new activities that can be delivered from the premises.

We appointed a Head of Education & Social Hub, tasked with developing a facility utilisation strategy and to explore new partnerships with the aim of maximising facility accessibility and usage. Plans include providing improved opportunities for young people to transition from education into work or training, plus enhance the pathways for participants within other Trust activity programmes.

A new partnership with the West London NHS Trust and the opportunity to base a Recovery College within the new education & social hub at Lionel Rd is now in the final stages of negotiation. The centre would provide a training and resource centre, developing and delivering education while providing the tools and guidance to support wellbeing and the self-management of mental health difficulties.

Throughout the summer period we have developed a range of activities to support our community. Funding from London Boroughs of Hounslow & Ealing enabled us to deliver Holiday Hunger camps for over 250 children at various locations. Regular multi-sport holiday camp provision for local children and families has also been available, while our football development and post 16 programme have utilised the new facilities with 775 boys and girls attending trials and pre-season football training camps.

Competitive summer events took place with our first Gunnersbury Cup attended by over 100 boys and girls grassroots football teams. We also hosted the first stage of the NHS United for London regional football tournament, inviting NHS staff from various hospitals to participate in a five-a-side football tournament as a thank you for their dedication and hard work throughout the pandemic.

Our NCS project delivered its biggest programme to date, with 289 young people attending during the spring and summer. 24 new seasonal staff were recruited to work alongside 20 voluntary and

professional partners to support the NCS participants with completing over 8500 hours of social action.

In May, Brentford FC achieved promotion to the Premier League. This has already led to increased recognition and partnership opportunities for the Trust. Additional funding streams from the Premier League are also available, for both core and project funding and the Trust is actively pursuing these.





# Trustees Report

## Structure, governance and management

### Reference and Administrative Details

The charity is incorporated in England and Wales.

### Company Registration Number

05602833

### Charity Registration Number

1112784

### Principal Office

Gunnersbury Park Sports Hub  
Popes Lane  
London  
W3 8LQ

### Trustees

Ian Dobie (Chair)  
Donald Gilbert Kerr (Vice Chairman)  
Brian Robert Burgess  
John Lawrence Cudmore  
Eileen De Souza  
Karl Adrian Reynolds  
Anita Ralli  
Chris Gammon  
Marcella Eileen Phelan

### Company Secretary

Jacqueline Clair Montague

### Auditors

Peter Upton (Statutory Auditor)  
PO Box 782  
Maidenhead  
Berks  
SL6 1FR

### Solicitors

Muckle LLP  
Time Central  
32 Gallowgate  
Newcastle upon Tyne  
NE1 4B

## Governing document

The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

## Recruitment and appointment of new trustees

Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. New trustees must be approved by the board and are appointed by an ordinary resolution of the company. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one third of the trustees (with longest service) are subject to retirement by rotation.

## Organisational structure

BFCCST is a company limited by guarantee and is registered with the Charity Commission.

A Chief Executive, who is not a trustee, operates BFCCST on a day-to-day basis, with a senior leadership team including an Operations Director and project lead managers within key trust themes.

# Trustees Report

## Financial review

The income for 2020-21 is £2,369,091 which is 4% higher than the previous year. The increase reflects £248,585 claimed under the Government's Job Retention Scheme and 18% higher restricted grant income, offset by an 18% fall in unrestricted income as a result of the impact of the pandemic on Football Development and Schools programmes. The cost for 2020-21 is £2,150,863 a 3% decrease on the previous year. Whilst staff costs increased by 12% during the year, this was offset by a 52% reduction of activity costs such as venue hire due to the impact of the pandemic and delivery of some activities via the internet. In addition, there was a 46% reduction in support costs, with the Trust vacating its offices in Half Acre, in advance of transferring to new premises adjacent to the Community Stadium and utilising remote working during the pandemic.

## Financial position

We operate a full cost recovery model re-charging a proportion of fixed and variable costs back to projects. Whilst BFCCST is increasing its reach and scale we are aware that the core function requires investment to cope with growth. We are working to increase income levels in order to provide additional cover for overheads by generating unrestricted or targeted funds through fundraising. Individual project managers remain responsible for funding, supported by the core.

Staff and facilities remain our biggest cost, but we recognise that our staff are also our biggest asset. We are scaling up staff in a structured way in order that we can maintain a skilled flexible workforce that has the ability to deliver both existing and new projects/opportunities. The nature of our work means that staff are based at multiple locations from morning to evening throughout the year. This has a risk of creating a fragmented zero hours' contract work culture if not approached in a strategic way. Our plan is to keep moving the workforce forward in terms of training, conditions and working hours.

Activities at major new facilities, starting from a base level, combined with an expansion in our coaching workforce will require investment, but our projections indicate that this will be a positive, manageable step

change for the Trust, providing increased reach and scope in line with Trust objectives.

## Reserves Policy

The Trust's policy is to maintain our Reserves at a level which is at least equivalent to three months operating expenses.

Quarterly operating expenditure is estimated at £450,000 at the year end, up from £425,000 last year. The Trustees are mindful that this is likely to increase over the next twelve months as the Gunnersbury Park Project continues to expand, with Community Stadium Hub and other new initiatives commencing.

The reserves that we have set aside provide financial stability and the means for the development of our current activities. The reserves also provide the financial resources to support investment required in progressing Gunnersbury Park and commencing new projects such as the Community Stadium Hub. We continue to review our core function in order that management and governance are geared up for forecasted growth.

The current level of Reserves (unrestricted funds) equates to 2.7 months estimated operating expenses. Following a review of our Reserves Policy, this calculation now excludes Fixed Assets of £36,791, as they are not easily realisable.

The Board regularly (quarterly) reviews the amount of reserves that are required to ensure that they are adequate to fulfil our continuing obligations.



## Trustees Report

Our reserves position:

	31.3.21 £	31.3.20 £	% Increase/(Decrease)
Unrestricted Funds (Reserves)	448,463	406,497	10.3%
Restricted/Designated Funds	256,189	79,927	220.5%
Total Funds	704,652	486,424	44.9%
Ratio: Unrestricted Reserves (excl. Fixed Assets) to Annual Operating Expenditure (months)	2.7 months	2.9 months	

### Investment performance

BFCST keeps its reserves as cash on deposit split between financial Institutions in order to minimise the risk of loss through bank failure. Interest rates and balances are monitored to ensure the Trust receives a competitive rate of Interest while keeping reserves liquid and risk- free.

## Independent Auditors Report

Independent Auditors Report	13
Statement of Financial Activities	17
Balance Sheet	18
Statement of Cash Flows	19
Notes to the Financial Statements	20



# Independent Auditors Report

## Statement of Trustees Responsibilities

The Trustees (who are who are also the directors of Brentford FC Community Sports Trust 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;
- 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 20/12/2021 and signed on its behalf by:



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Ian Dobie - Trustee

# Independent Auditors Report

## Opinion

We have audited the financial statements of Brentford FC Community Sports Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions related 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

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



## Independent Auditors Report

- the information given in the Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

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

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

- 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's

ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Our responsibilities for the audit of the financial statements

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

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

We exercise professional judgement and maintain professional scepticism throughout the audit. It is our responsibility to identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, to design and perform audit procedures responsive to those risks and to obtain evidence that is sufficient and appropriate to provide a basis for our opinion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)

This description forms part of our Report of the Independent Auditors.

## Independent Auditors Report

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Peter Upton (Senior Statutory Auditor)  
for and on behalf of Peter Upton (Statutory Auditor)  
PO Box 782  
Maidenhead Berks  
SL6 1FR

Date: 23 December 2021



# Statement of Financial Activities for the Year Ended 31 March 2021

	Notes	Unrestricted funds (£)	Restricted funds (£)	31.3.21 Total funds (£)	31.3.20 Total funds (£)
<b>Income and Endowments from</b>					
Donations and legacies	2	558,161	13,402	571,563	260,881
Charitable activities	4				
Core		71,382	-	71,382	115,302
Education and employment		212,121	174,996	387,117	349,254
Sports participation		18,231	-	18,231	691,509
Intervention		729,872	517,109	1,246,981	765,579
Health		-	71,974	71,974	104,760
Investment income	3	1,843	-	1,843	992
<b>Total</b>		<b>1,591,610</b>	<b>777,481</b>	<b>2,369,091</b>	<b>2,288,277</b>
<b>Expenditure on</b>					
Charitable activities	5				
Core		525,089	-	525,089	250,660
Education and employment		185,767	132,810	318,577	347,818
Sports participation		411,669	-	411,669	785,310
Intervention		399,146	420,284	819,428	726,502
Health		-	76,100	76,100	105,376
<b>Total</b>		<b>1,521,671</b>	<b>629,192</b>	<b>2,150,863</b>	<b>2,215,666</b>
<b>Net income</b>		<b>69,939</b>	<b>148,289</b>	<b>218,228</b>	<b>72,611</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		477,170	9,254	486,424	413,813
Total funds carried forward		547,109	157,543	704,652	486,424

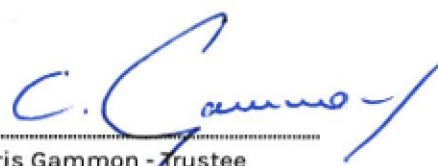
# Brentford FC Community Sports Trust (Registered number 05602833)

## Balance Sheet 31 March 2021

	Notes	Unrestricted funds (£)	Restricted funds (£)	31.3.21 Total funds (£)	31.3.20 Total funds (£)
<b>Fixed assets</b>					
Tangible assets	11	36,791	-	36,791	28,761
<b>Current Assets</b>					
Debtors	12	230,668	32,428	263,096	396,036
Cash at bank	13	654,380	171,079	825,459	684,227
		885,048	203,507	1,088,555	1,080,263
<b>Creditors</b>					
Amounts falling due within one year	14	(374,730)	(45,964)	(420,694)	(622,600)
<b>Net current assets</b>		510,318	157,543	667,861	457,663
<b>Total assets less current liabilities</b>		547,109	157,543	704,652	486,424
<b>Net assets</b>		547,109	157,543	704,652	486,424
<b>Funds</b>	16				
Unrestricted funds				547,109	477,170
Restricted funds				157,453	9,254
<b>Total</b>				704,652	486,424

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 20/12/2021 and were signed on its behalf by:



Chris Gammon - Trustee



## Cash Flow Statement for the Year Ended 31 March 2021

	Notes	31.3.21 Total funds (£)	31.3.20 Total funds (£)
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	163,074	28,761
Net cash provided by operating activities		163,074	
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(27,390)	(9,794)
Sale of tangible fixed assets		3,705	(493)
Interest received		1,843	992
Net cash used in investing activities		(21,842)	(9,295)
Change in cash and cash equivalents in the reporting period		141,232	229,983
Cash and cash equivalents at the beginning of the reporting period		684,227	454,244
Cash and cash equivalents at the end of the reporting period		825,459	684,227

# Notes to the Cash Flow Statement for the Year Ended 31 March 2021

## 1. Reconciliation of net income to net cash flow from operating activities

	31.3.21 (£)	31.3.20 (£)
Net income for the reporting period (as per the Statement of Financial Activities)	218,228	72,611
Adjustments for:		
Depreciation charges	15,655	15,826
Interest received	(1,843)	(992)
Decrease/(increase) in debtors	132,940	(121,798)
(Decrease)/increase in creditors	(201,906)	273,631
Net cash provided by operations	163,074	239,278

## 2. Analysis of changes in net funds

	At 1.4.20 (£)	Cash flow (£)	At 31.3.21 (£)
Net cash			
Cash at bank	684,227	141,232	825,459
	684,227	141,232	825,459
Net cash provided by operations	684,227	141,232	825,459



# Notes to the Financial Statements for the Year Ended 31 March 2021

## 1. Accounting policies

### Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

### Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income from donations and grants is accounted for when received, with grant income being deferred when received in advance or accrued for when payment is received in arrears. Income from charitable activities is accounted for when earned on an accruals basis.

### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### Charitable activities

Resources expended on charitable resources are those applied to activities undertaken to meet the charity's objectives.

### Allocation and apportionment of costs

Where reliable information is readily available, expenditure is allocated directly to the relevant cost centre or appropriately apportioned to more than one cost centre. Other costs may be apportioned on a reasonable and justifiable basis in accordance with the nature of the expenditure.

### Tangible fixed assets

Tangible fixed assets are capitalised at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Sports equipment	- 25% on cost
Motor vehicles	- 25% on reducing balance
Fixtures and fittings	- 10% on cost
IT equipment	- 25% on cost

### Taxation

The charity is exempt from corporation tax on its charitable activities.

The charity is not registered for VAT so recoverable VAT is accounted for with the expenditure to which it relates.

### Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

# Notes to the Financial Statements for the Year Ended 31 March 2021

## 1. Accounting policies - continued

### Pension costs

The charitable company operates a defined contribution pension scheme and auto-enrolment. Contributions payable to both schemes are charged to the Statement of Financial Activities in the period to which they relate.

### Funds structure

Reserves are transferred between restricted funds with the agreement of the funder when funds received for one project can be reallocated to another project.

Reserves are allocated to designated funds from unrestricted reserves at the discretion of the trustees. The fixed assets reserve represents the net book value of tangible fixed assets.

### Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

### Financial instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments, which are initially recognised at transaction value and subsequently measured at their settlement value.

## 2. Donations and legacies

	31.3.21 (£)	31.3.20 (£)
Donations	221,567	231,853
Other income	101,411	29,028
Government grant - JRS	248,585	-
	571,563	260,881

## 3. Investment income

	31.3.21 (£)	31.3.20 (£)
Interest receivable	1,843	992

## 4. Income from charitable activities

	Activity	31.3.21 (£)	31.3.20 (£)
Coaching fees, match day income, and education courses	Core	71,382	115,302
Coaching fees, match day income, and education courses	Education and employment	387,117	349,254
Coaching fees, match day income, and education courses	Sports participation	18,231	691,509
Coaching fees, match day income, and education courses	Intervention	1,246,981	765,579
Coaching fees, match day income, and education courses	Health	71,974	104,760
		1,795,685	2,026,404



# Notes to the Financial Statements for the Year Ended 31 March 2021

## 5. Income from charitable activities

	Direct Costs (£)	Support costs (see note 6) (£)	Totals (£)
Core	(79,758)	604,847	525,089
Education and employment	311,437	7,140	318,577
Sports participation	411,669	-	411,669
Intervention	814,983	4,445	819,428
Health	76,100	-	76,100
	1,534,431	616,432	2,150,863

## 6. Support costs

	Management (£)	Finance (£)	Governance costs (£)	Totals (£)
Core	598,269	519	6,059	604,847
Education and employment	7,140	-	-	7,140
Intervention	4,445			4,445
	609,854	519	6,059	616,432

## 7. Net income/(Expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.21 (£)	31.3.20 (£)
Audit fees	6,059	6,045
Depreciation - owned assets	15,655	15,826

# Notes to the Financial Statements for the Year Ended 31 March 2021

## 8. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

## Trustees' expenses

During the year ended 31 March 2021 the trustee Eileen Da Souza claimed £0 travel expenses relating to her voluntary work at the Trust's premises.

## 9. Staff costs

	31.3.21 (£)	31.3.20 (£)
Wages and salaries	1,582,567	1,416,331
Social security costs	129,899	107,887
Other pension costs	37,675	32,660
	1,750,141	1,556,878

The average monthly number of employees during the year was as follows:

	31.3.21	31.3.20
Permanent staff	44	42
Casual coaches	52	40
	96	82

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.3.21	31.3.20
£71,001 - £90,000	1	1
£100,001 - £110,000	1	1
	2	2

Key management are the Trustees, CEO and the Senior Leadership Team. Their total remuneration for the year was £406,090 (2020 £340,517) and there was an expansion in the SLT.

## Pension commitments

The charity operates a defined contribution pension scheme and auto-enrolment. The cost of the schemes to the charity for the year was £37,675 (2020: £32,660)



# Notes to the Financial Statements for the Year Ended 31 March 2021

## 10. Comparatives for the statement of financial activities

	Unrestricted funds (£)	Restricted funds (£)	Total funds (£)
<b>Income and Endowments from</b>			
Donations and legacies	256,442	4,439	260,881
<b>Charitable activities</b>			
Core	115,302	-	115,302
Education and employment	53,316	295,938	349,254
Sports participation	683,272	8,237	691,509
Intervention	222,583	542,996	765,579
Health	-	104,760	104,760
Investment income	992	-	992
<b>Total</b>	<b>1,331,907</b>	<b>956,370</b>	<b>2,288,277</b>
<b>Expenditure on</b>			
<b>Charitable activities</b>			
Core	248,018	2,642	250,660
Education and employment	65,433	282,385	347,818
Sports participation	776,261	9,049	785,310
Intervention	218,766	507,736	726,502
Health	-	105,376	105,376
<b>Total</b>	<b>1,308,478</b>	<b>907,188</b>	<b>2,215,666</b>
Net income	23,429	49,182	72,611
Transfers between funds	92,715	(92,715)	-
Net movement in funds	116,144	(43,533)	72,611
<b>Reconciliation of funds</b>			
Total funds brought forward	361,026	52,787	413,813
Total funds carried forward	477,170	9,254	486,424

## Notes to the Financial Statements for the Year Ended 31 March 2021

### 11. Tangible fixed assets

	Sports equipment (£)	Motor vehicles (£)	Office equipment (£)	Totals (£)
<b>Cost</b>				
At 1 April 2020	64,905	44,512	101,263	210,680
Additions	3,323	-	24,067	27,390
Disposals	-	-	(7,407)	(7,407)
At 31 March 2021	68,228	44,512	117,923	230,663
<b>Depreciation</b>				
At 1 April 2020	61,574	38,826	81,519	181,919
Additions	1,765	1,421	12,469	15,655
Disposals	-	-	(3,702)	(3,702)
At 31 March 2021	63,339	40,247	90,286	193,872
<b>Net Book Value</b>				
At 31 March 2021	4,889	4,265	27,637	36,791
At 31 March 2020	3,331	5,686	19,744	28,761

### 12. Debtors: Amounts falling due within one year

	31.3.21 (£)	31.3.20 (£)
Trade debtors	198,201	335,119
Other debtors	2,006	1,647
Prepayments and accrued income	62,889	59,270
	263,096	396,036



## Notes to the Financial Statements for the Year Ended 31 March 2021

### 13. Cash at bank

	31.3.21 (£)	31.3.20 (£)
Fund bank accounts as asset	825,459	684,227
Fund bank accounts as a liability	-	-
	825,459	684,227

### 14. Creditors: Amounts falling due within one year

	31.3.21 (£)	31.3.20 (£)
Trade creditors	1,055	48,221
Social security and other taxes	-	35,827
Other creditors	6,406	6,484
Accruals and deferred income	413,233	532,068
	420,694	622,600

### 15. Leasing agreements

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.21 (£)	31.3.20 (£)
Within one year	24,400	25,687
Between one and five years	73,200	97,600
	97,600	123,287

# Notes to the Financial Statements for the Year Ended 31 March 2021

## 16. Movement in funds

	At 1.4.20 (£)	Net movement in funds (£)	Transfers between funds (£)	At 31.3.21 (£)
<b>Unrestricted funds</b>				
General Fund	377,736	68,766	(34,830)	411,672
Fixed Assets	28,761	-	8,030	36,791
Social, Health & Education	70,673	1,173	26,800	98,646
	477,170	69,939	-	547,109
<b>Restricted funds</b>				
Engagement	9,579	89,676	-	99,255
Education	3,529	42,185	-	45,714
Health	(8,314)	(4,126)	-	(12,440)
Intervention	4,460	20,554	-	25,014
	9,254	148,289	-	157,543
<b>Total funds</b>	<b>486,424</b>	<b>218,228</b>	<b>-</b>	<b>704,652</b>

Net movement in funds, included in the above are as follows:

	Incoming resources (£)	Resources expended (£)	Movement in funds (£)
<b>Unrestricted funds</b>			
General Fund	1,279,032	(1,210,266)	68,766
Social, Health & Education	312,578	(311,405)	1,173
	1,591,610	(1,521,671)	69,939
<b>Restricted funds</b>			
Engagement	322,472	(232,796)	89,676
Education	174,995	(132,810)	42,185
Health	71,974	(76,100)	(4,126)
Intervention	208,040	(187,486)	20,554
	777,481	(629,192)	148,289
<b>Total funds</b>	<b>2,369,091</b>	<b>(2,150,863)</b>	<b>218,228</b>



# Notes to the Financial Statements for the Year Ended 31 March 2021

## 16. Movement in funds - continued

	At 1.4.19 (£)	Net movement in funds (£)	Transfers between funds (£)	At 31.3.20 (£)
<b>Unrestricted funds</b>				
General Fund	291,359	7,317	79,060	377,736
Fixed Assets	34,300	-	(5,539)	28,761
Social, Health & Education	35,367	16,112	19,194	70,673
	361,026	23,429	92,715	477,170
<b>Restricted funds</b>				
Engagement	3,645	23,413	(17,479)	9,579
Education	5,421	14,439	(16,331)	3,529
Health	20,569	(8,206)	(20,677)	(8,314)
Football Development	3,127	15,222	(18,349)	-
Intervention	20,025	4,314	(19,879)	4,460
	52,787	49,182	(92,715)	9,254
<b>Total funds</b>	<b>413,813</b>	<b>72,611</b>	<b>-</b>	<b>486,424</b>

# Notes to the Financial Statements for the Year Ended 31 March 2021

## 16. Movement in funds - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources (£)	Resources expended (£)	Movement in funds (£)
<b>Unrestricted funds</b>			
General Fund	1,102,899	(1,095,582)	7,317
Social, Health & Education	229,008	(212,896)	16,112
	1,331,907	(1,308,478)	23,429
<b>Restricted funds</b>			
Engagement	207,715	(184,302)	23,413
Education	217,361	(202,922)	14,439
Health	107,606	(115,812)	(8,206)
Football Development	188,102	(172,880)	15,222
Intervention	235,586	(231,272)	4,314
	956,370	(907,188)	49,182
<b>Total</b>	<b>2,288,277</b>	<b>(2,215,666)</b>	<b>72,611</b>

## Transfers between funds

Surpluses on a designated project funds are transferred to general funds at the end of the year.

A transfer from general funds to the fixed assets fund is made in respect of capital additions and disposals during the year.



# Notes to the Financial Statements for the Year Ended 31 March 2021

## 17. Employee benefit obligations

The charity operates a defined contribution pension scheme and auto-enrolment. The cost of the schemes to the charity for the year was £39,476 (2020: £32,660).

## 18. Related party disclosures

Donations received during the period included:

- £19,0158 (2020 - £128,660) from Brentford Football Club Ltd.
- 1 day a week volunteer legal assistance from the trustee Eileen De Souza (not quantified in the accounts).

Other income received during the period included:

- £32,000 (2020: £32,838) from Brentford Football Club Ltd.

Expenditure for the period included:

- £51,493 (2020 - £26,891) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £33,327 (2020: £26,300) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £9,192 (2020: £21,492) owed to Brentford Football Club Ltd.

## 19. Ultimate controlling party

The charity is controlled by the Board of Trustees, who are the directors of the company.

## Detailed Statement of Financial Activities for the Year Ended 31 March 2021

	31.3.21 (£)	31.3.20 (£)
<b>Income and Endowments</b>		
<b>Donations and legacies</b>		
Donations	221,567	231,853
Other income	101,411	29,028
Government grant- JRS	248,585	-
	571,563	260,881
<b>Investment income</b>		
Interest receivable	1,843	992
<b>Charitable activities</b>		
Coaching fees, match day income and education courses	1,795,685	2,026,404
<b>Total incoming resources</b>	<b>2,369,091</b>	<b>2,288,277</b>
<b>Expenditure</b>		
<b>Charitable activities</b>		
Wages	1,176,554	1,006,520
Social security	85,238	62,807
Pensions	23,344	19,983
Premises costs	1,350	2,171
Other staff costs	49,091	44,343
Recruitment and training	13,879	6,193
Trophies	3,544	2,887
Sports and training requisites	53,802	54,337
Facilities hire	63,098	165,688
Equipment hire	93	800
Sundry purchases	7,467	17,984
Motor expenses	8,547	20,719
Travelling expenses	9,509	21,258
Marketing	6,954	28,161
Clothing	28,987	4,500
Online Sales Fees	2,974	11,156
	1,534,431	1,469,507



## Detailed Statement of Financial Activities for the Year Ended 31 March 2021

Support costs	31.3.21 (£)	31.3.20 (£)
Management		
Wages	406,013	409,811
Social security	44,661	45,080
Pensions	14,331	12,677
Premises costs	36,760	119,903
Insurance	3,245	5,951
Telephone, computer & internet	45,038	56,011
Postage and stationery	4,442	8,460
Sundries	1,398	15,249
Meetings	72	5,765
Subscriptions	7,018	3,623
Professional fees	28,044	39,608
Depreciation of tangible and heritage assets	18,832	17,552
	609,854	739,690
Finance		
Bank charges	519	424
Governance costs		
Auditors' remuneration	6,059	6,045
Total resources expended	2,150,863	2,215,666
Net income	218,228	72,611

