



Community Sports Trust

TRUSTEES REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

for Brentford FC Community Sports Trust

Registered Company Number: 05602833 (England and Wales). Registered Charity Number: 1112784
Registered Address: Underwood House, 1A Thomas Layton Way, Brentford, TW8 0SB

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Brentford FC 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 making 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 maintain long-term delivery and ensuring the impact we have on individuals makes a lasting difference to their lives.

We aim to deliver meaningful impacts addressing local need, building partnerships with like-minded organisations. Our delivery is designed to break down barriers, inspiring the people we work with, helping them to realise their potential as well as developing self-confidence and pride in 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, which are to:

- Include
- Innovate
- Inspire

Summarising our approach is our mission statement:

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



Zanka meets participants at Mount Carmel Primary School for the 2023 Book Drop Campaign

Message from the Chief Executive

A second and successful season in the Premier League for Brentford FC with a top 10 finish has further enabled the Trust to continue to increase its capacity and reach. Trust staff have increased by 21% from 103 to 125 in the last financial year and our core programmes are all growing.

Prior to being promoted to the Premier League the Trust had already built a strong infrastructure for further development with a long-term plan that included moving to new hubs in Gunnersbury Park and the Gtech Community Stadium. We will also continue to play our part improving local facilities, demonstrated by the partnership with Hounslow Housing and Johan Cruyff Foundation which resulted in a new all-weather pitch at Brentford Towers, the closest housing estate to the Gtech. The pitch was featured in the BBC Match of the Day Feature on the Trust at the end of the 2022 season.



SCAN
TO
WATCH



Increased Premier League investment and partnership fundraising opportunities has resulted in the ability to strengthen the core services supporting projects. In as well as creating new focused partner projects. In line with the community ethos of the Club we are developing 'Purposeful Partnerships' such as Worley which sees Trust and Worley employees take Science, Technology, Engineering, the Arts and Mathematics into local secondary schools.

Our health programmes are developing in new and diverse ways. We have an innovative partnership with west London NHS Mental Health Recovery College being based at our stadium hub. We have also increased our staff that specialise in working with people with physical disabilities recognising that there is much to do in this area to create a level playing field of opportunities.



Message from the Chief Executive

Whilst taking on more complex challenges we have recognised that staff require support and training and consequently we have embedded new dedicated safeguarding staff and a lead on recruiting, training and retaining new coaches. Human Resources plus complementary IT systems have also been invested in as we aim to recruit new staff to the team in a very competitive environment. With the demands of a highly skilled professional workforce we are continually aiming to improve the working environment and provide appropriate benefits and training. Whilst the Club and trust are separate

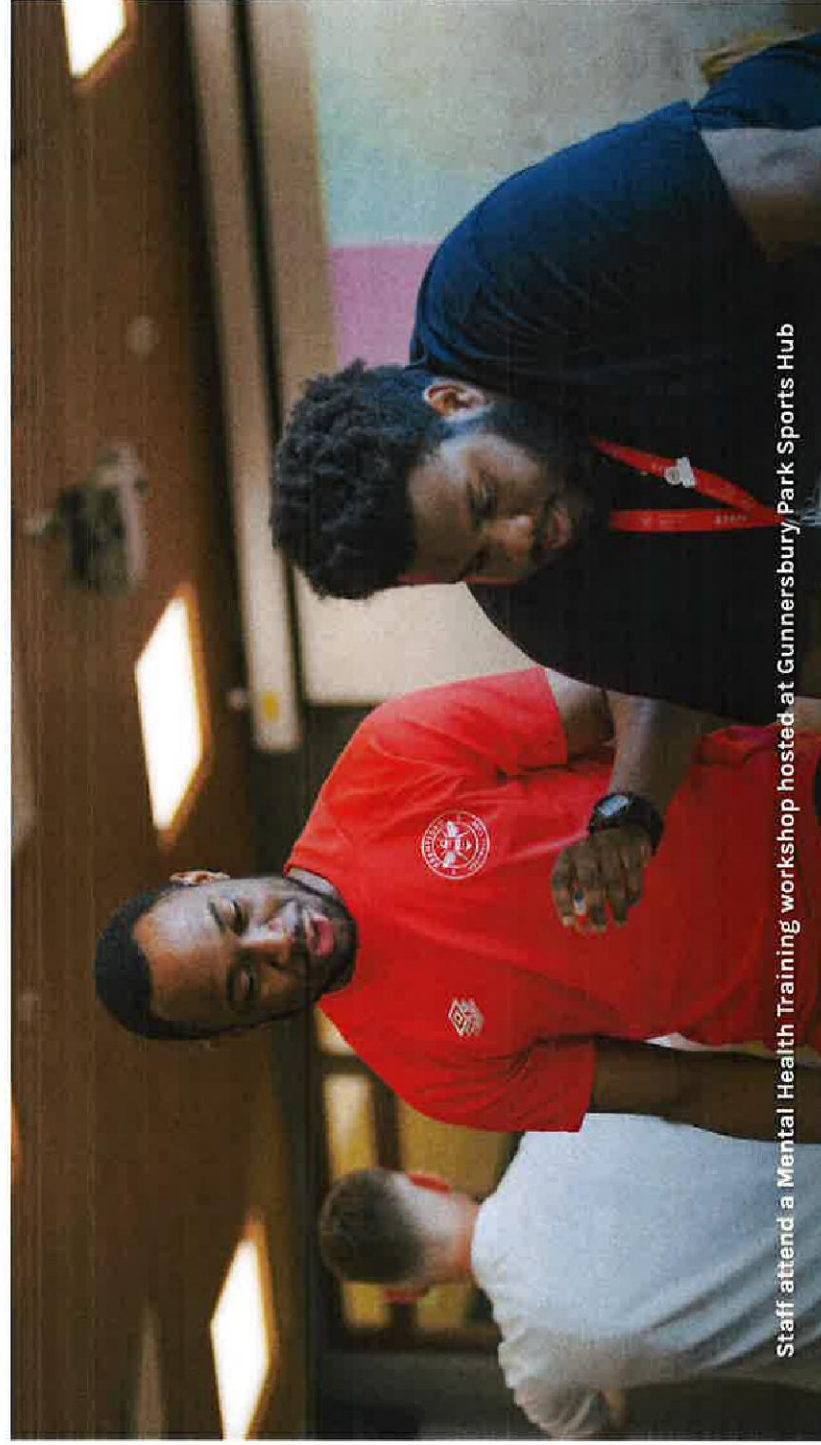


Lee Doyle

CEO
Brentford FC Community Sports Trust

organisations, we come together to celebrate diversity with events such as a staff focus on Black History Month.

The Club values are Togetherness, Respectful and Progressive, The Trust's are Innovate, Inspire and Include. There is a correlation between the two organisations that passionately promote a grounded, people first approach. We are building momentum together with the aim of creating and continually developing high performing teams both on matchday and in our local communities. By doing this we have an increased chance of success in our specialised fields. In the case of the Trust, success is receiving positive feedback and results that our contribution has made a positive difference to an individual or group, place or space.



Staff attend a Mental Health Training workshop hosted at Gunnersbury Park Sports Hub

The Year at a Glance

Participation engagement highlights

20,000+
participants across all programmes

13,000+
total sessions delivered

2,500+
boys and girls at Community Football Development sessions

7,500+
women and girls engaged

1,000+
Hounslow Youth Service participants

2,500+
at Joy of Moving sessions

43hrs
avg. engagement hours per participant

88%
of participants from our four partner boroughs

Marketing and communications performance

% Increase on previous year ↑

3,139,725
social media impressions

286,351
total video views
246.6% ↑

11,029 46.1% ↑
total social media audience
(Instagram, Twitter, Facebook, Youtube, LinkedIn)

14,632
newsletter subscribers

100,308 21% ↑
social media engagements

35,335 265.6% ↑
social media post link clicks

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 2023.

Achievement and Performance

Brentford FC Community Sports Trust (BFC CST) has been able to offer a wider portfolio of projects and engage with more people than ever before, having capitalised on Premier League status and the utilisation of new purpose-built facilities.

Between April 2022 and March 2023, the Trust supported 13,947 individual participants from the London boroughs of Hounslow, Ealing and Richmond. Of that number, 8,335 participants were under the age of 18.

With the new Sports Hub and offices at Gunnersbury Park already activated, the Trust moved into a new office and education hub adjacent to the Brentford Community Stadium. A soft opening allowed the new facility to act as a central hub for the UEFA Women's EURO, complementing the matches hosted at the Community Stadium.

Later in the year the Trust hosted a celebration event to continue the lasting legacy of England's Euro 2022 success. More than 100 women and girls joined the Trust at Gunnersbury Park Sports Hub to take part in a football celebration day in collaboration with Middlesex FA and supported by Ealing and Hounslow Council.

The new facility offers more space and helps create a campus concept across the Trust and Brentford Football Club (BFC), with a range of activities taking place including activity for the local community plus staff training and events. Regular weekly provision and events included:

- Warm Space in the winter months to support people suffering from loneliness/cost of living crisis
- Chair based exercise for adults with restricted mobility
- Memory sessions linked to and promoting World Alzheimer's Day
- Premier League projects - Inspires, Stars and Kicks
- National Citizen Service - Changemakers
- Secondary School Employability /Career Support days
- Youth Clubs
- Staff Yoga sessions

The move also enabled BFC CST to realise and develop a partnership with the National Health Service. A Wellbeing and Recovery College opened, utilising part of the available office space, with a long-term lease agreed. The training and resource centre develops and delivers education and tools to support wellbeing and the self-management of mental health difficulties.



The Hub event space also hosted Comedy for Thought, a 6-week programme tackling men's mental health through laughter and performance, whilst an initiative to tackle men's suicide 'Football for Thought' was launched at our Gunnersbury Park Sports Hub.

The Hub has also supported a range of partnerships including regular access and usage by Brentford Football Club for internal meetings and events. Club supported projects include examples such as Heart of West London and their work with Cardiac Risk in the Young (CRY) which saw the facility utilised to heart screen 169 young people.

Facility development received further recognition with the BBC's Match of the Day focus in May, highlighting the development of the 'Cruyff Court' at Brentford Towers estate, located between the former Brentford stadium at Griffin Park and the new Gtech Community Stadium. The result of a long-term partnership for facility regeneration, the project was funded by the Johan Cruyff Foundation and Hounslow Council, with the Trust acting as the main site delivery partner.

Trustees Report

Achievement and Performance

The Trust also hosted the 4th edition of its disability football showcase in conjunction with Leicester City in the Community. The event was attended by Supported Learning Students from Richmond and West Thames College plus a group from Leicester's mental wellbeing programme. This was followed by all of the participants attending the Brentford v Leicester Premier League clash later that day.

The Trust made further progress throughout the year in developing and promoting female sport and recreation. As part of the Premier League's 30-year anniversary, the Trust hosted the Girls Premier League Primary Stars tournament featuring teams representing London clubs. We also launched our first Emerging Talent Centre (ETC) for aspiring female footballers in partnership with the Football Association and also introduced our first female post 16 football and education programme, providing an education pathway for female students to participate in training and matches alongside their studies. The Trust also started a women's weekly recreation session, creating an inclusive and relaxed space for participants to play, develop skills and socialise. The variety of projects we offer supported our engagement with 4,226 female participants in 2022, an increase of 3.98% on 2021.

Sustainability was also a focus for the Trust with campaigns launched promoting the environment and Sustainable Development Goals (SDGs). Via a 3-week Planet Football League, staff and the wider community were encouraged to sign up and represent Brentford in taking steps in their daily lives to contribute to creating a more sustainable future. The Trust has also been linked into developing Brentford Football Club's sustainability strategy and will contribute to making the London Borough of Hounslow greener.

The Trust also became official members of the United Nation's Football For The Goals programme. As a member, the Trust is committed to raising the profile of the SDGs through amplification and demonstrating how sustainable practices can be mainstreamed through any business model, including sports.

The Trust's 'Tackling Discrimination Through the Power of Football' initiative was acknowledged at the annual London Football Awards, winning Community Project of the Year. The workshops, which form part of the Premier Leagues Primary Stars programme, aim to educate primary school pupils on a range of issues, whilst also promoting unity against all forms of racism, as well as championing equality, diversity and inclusion. Brentford FC Club Ambassador, Marcus Gayle, and former Brentford FC Women's player, Salma Mahamud, toured local primary schools with the Championship Play Off Final Trophy to deliver the message.



Former Lioness Ellen White visits our Girls Premier League Primary Stars tournament

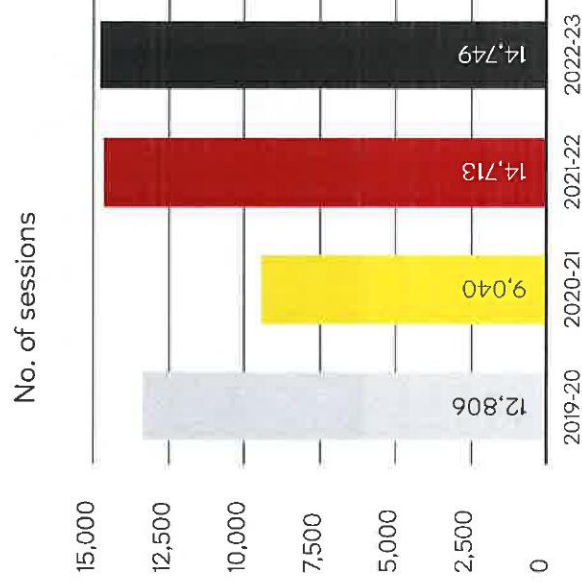
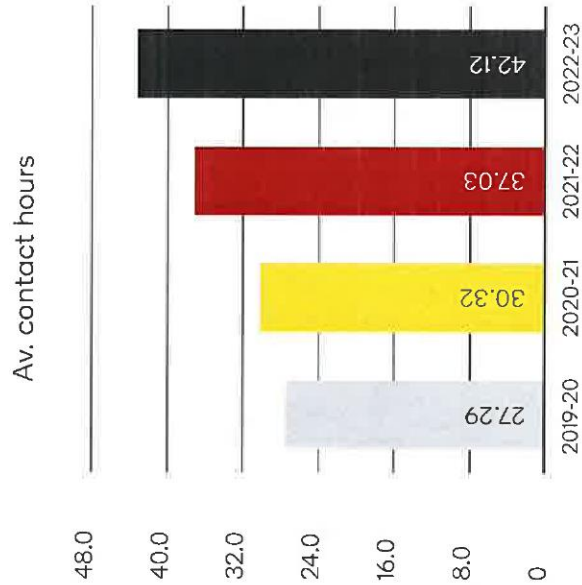
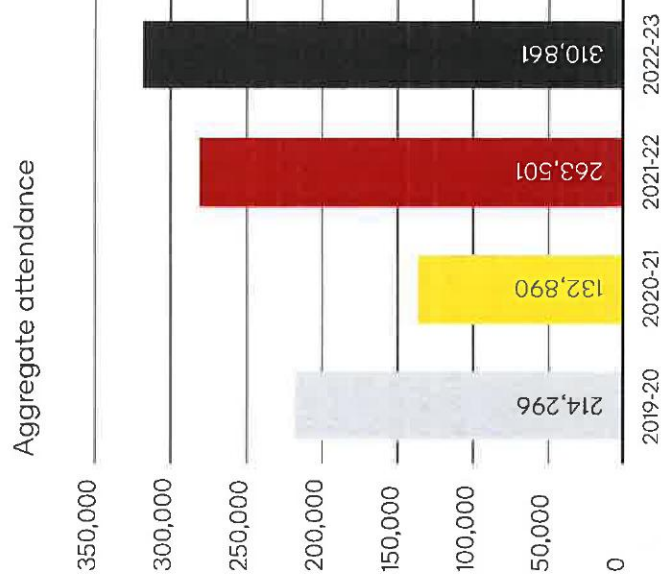
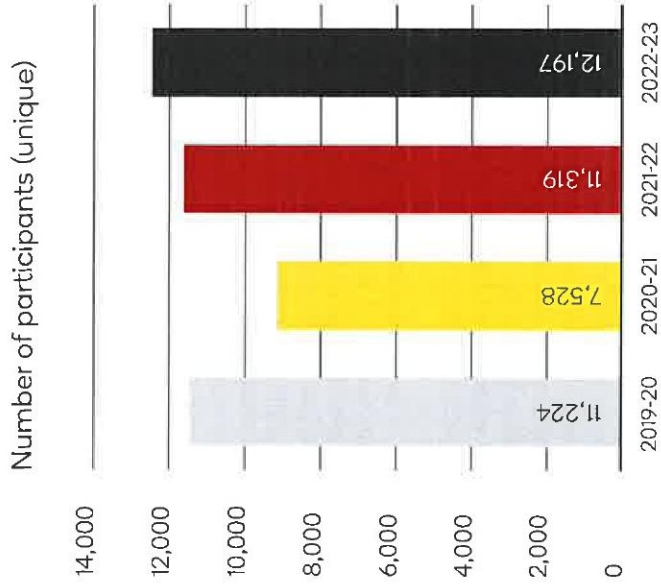
The Trust was also able to invest in central resources to support projects including:

- Safeguarding Manager – tasked with managing and supporting staff with safeguarding concerns and demonstrating the Trusts' commitment to offering a safe environment for all participants and staff.
- Communications Manager – responsible for the promotion of all Trust activities, joint initiatives with Brentford Football club including player engagement via a range of social media platforms and web site.

Trustees Report

Levels of Engagement Comparison

The graphs below shows our engagement levels over the past four financial years.



(Prior Year numbers have been restated so they are consistent with the methodology applied in current year.)

Trustees Report

Review of Activities

Football Development and Sports Participation

The Football Development Centre (FDC) offers young people of all abilities and those with potential an opportunity to receive a high-quality football education programme. Comprising year-round training provision and a regular holiday period competitive match programme, the FDC is attended by over 1000 boys and girls at Gunnersbury Park (Ealing/Hounslow), and Hampton Community College (Richmond).

With female football a high priority, we also launched our first Emerging Talent Centre (ETC) improving our football pathway for girls. Forming a partnership with the Football Association, the ETC's main purpose is to identify and develop future potential players by providing local, accessible high-quality training environments for girls aged 8-16 years old.



Winners of the SEGA Gunnersbury Cup 2022

Over 100 teams competed in the second year of our Gunnersbury Cup, a competition that we will host annually to the benefit of the local community. This festival also enables us to talent ID potential players for our football development programme. In 2023 we aim to find a local sponsor and continue to grow the competition.

We have plans to expand the programme at other locations in the near future. Facilities in Spelthorne

and Berkshire have been identified as future football development hubs for our boys and girls programmes. There is currently a large number of participants on a waiting list for the Trust's Community Football Development programmes and one of the main challenges is the lack of facilities.

The demand for the Trust's School Sports provision is at an all-time high and the Trust is continuing to recruit new staff to manage this growth. Funding from the Premier League Charitable fund for the Primary Stars & Inspires programme and the English Football League Trust for the Joy of Moving, continues to support the high number of schools that we engage with throughout the academic year.

Traditionally focussed on our core boroughs of Hounslow, Ealing and Richmond, we are planning to move from a local to regional charity with more engagement to the west. Current programmes and new investment will contribute to supporting our strategic plan for this area of work, with the department proposing to create new Area Leads. It is an exciting phase for the Trust as we expand our reach and engagement within the schools community in areas such as Spelthorne, Hillingdon, Berkshire and Surrey.



A new partnership with Teddington High School

Trustees Report

Youth and Community

The Communities Engagement team has worked with more than 2,500 participants over the last 12 months, with a further 700 individuals who have been engaged in outreach and detached youth work. On average each participant has engaged for over 28 hours across 1,600 sessions delivered. Three former participants have become staff members within the Communities Engagement team, which highlights the opportunities created for participants. A range of projects including Premier League Kicks, Hounslow Street Sports and Hounslow Youth Service, support this level of engagement and pathways throughout the year. Also, the Twinning Project, supporting post release employment opportunities for female offenders at Bronzefield Prison (Spelthorne) and Feltham Young Offenders (Hounslow) is a growing scheme with the Trust working with 36 individuals this year.

Premier League Kicks Targeted and The Mayor's Office for Policing and Crime (MOPAC) funding ended in January and March 2023 respectively. In addition, funding for the Holidays Activities and Food (HAF) programme has been reduced. With increasing food costs and the ongoing cost of living crisis this has put greater demands on the department. However, support through initiatives such as the Christmas dinner delivery has enabled the Trust to respond to the needs of the local community.

The Trust continues to lead on the delivery of the Football Foundation PlayZones across Ealing and Hounslow. PlayZones are safe, inclusive and accessible outdoor facilities that bring communities together through recreational forms of football and a range of other sports and will offer additional sites for the Community Engagement team to operate from.

The National Citizen Service (NCS) team delivers three distinct programmes; the core programme with Summer and Autumn Residentials and then complementary offerings of Skills Boosters and Changemakers. The Trust's NCS project continued to grow; we worked with 483 young people, completing over 13,000 Social Action hours in 2022.

Over the last 12 months the Trust recruited and trained 37 seasonal staff members to support 33 teams with up to 16 young people in each team. Through the NCS project the Trust now works with over 30 local schools and educational organisations to engage with young people. This network gave the opportunity for the NCS team to deliver more than 40 assemblies in person and online, as well as running stands and tutorial sessions for a total of 57 events.

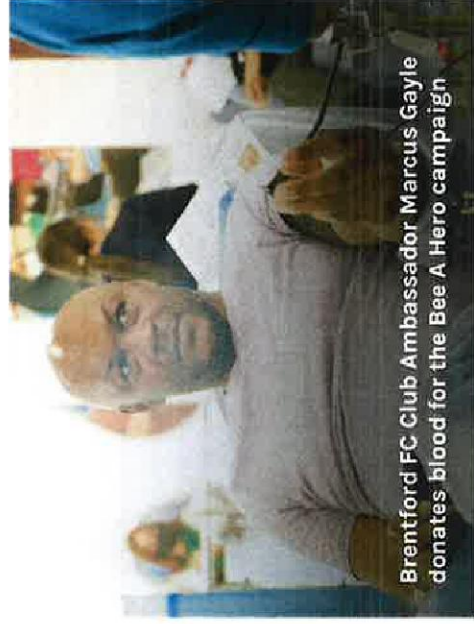


Brentford FC Women's team players get involved with the Twinning Project

Trustees Report

Health and Wellbeing

The return of face-to-face Chair-Based Exercise sessions at the Community Stadium Hub saw attendance figures grow from three participants to an average of 14 a week. Several new initiatives were introduced including Warm Space offerings and Move to the Beat sessions during the winter. The Bee A Hero blood donation campaign launched in February 2023, and a new Comedy for Thought programme which concluded with a showcase event attended by approximately 50 people including 10 acts and compered by comedian Patrick Monahan.



Brentford FC Club Ambassador Marcus Gayle donates blood for the Bee A Hero campaign

With the NHS West London Wellbeing & Recovery College moving into the Community Stadium Hub at the start of 2023 it created more opportunities for collaborative working and initiatives with partner organisations and funders.

In partnership with Brentford FC, the Trust launched the Brentford Welcomes programme. This included the expansion of delivery of physical activity sessions for males and females at St Giles Hotel, and the launch of a fitness class for females at the Community Stadium Hub with accompanying activities for children under the age of five.

The addition of a Health and Wellbeing Project Officer to the department will support increased provision. Plans include a new mental health and emotional resilience curriculum being delivered in primary schools, whilst expanding the Brentford Welcomes provision will include a weekly fitness class for females, a weekly family social session, and a weekly social cafe for migrants, refugees and asylum seekers.



Participants from our Chair-Based Exercise programme

Trustees Report

Specialist Support / Intervention

The Young Carers programme delivered 125 group sessions throughout the year to over 100 young carers across Ealing and Hounslow. CV writing workshops and interview techniques along with visits to Mercer's Head office, Hilton Hotel in Syon Park, Isleworth Crown Court and the Houses of Parliament all provided valuable employability support to participants.

Funding from John Lyons, Sport England and Avast Foundation has enabled the Trust to deliver additional activities and a sports programme for young carers will be introduced next year

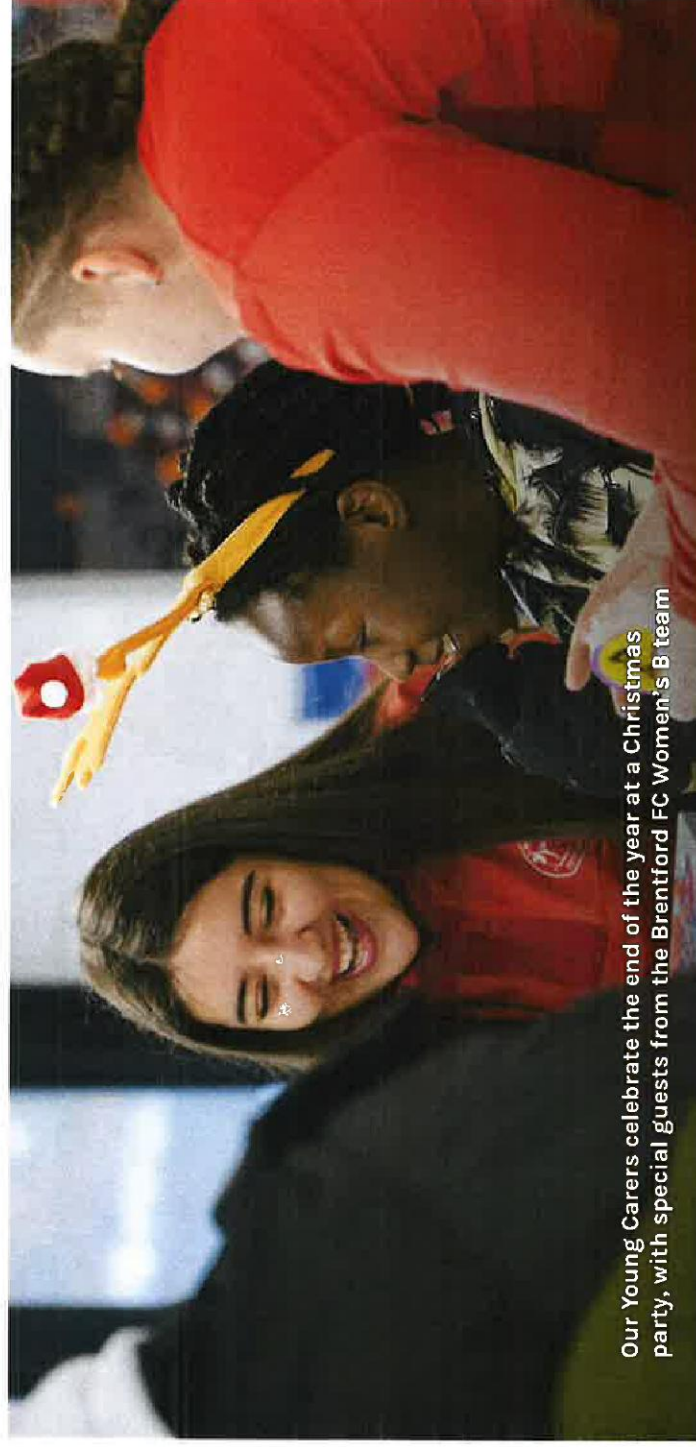
Due to responsibilities as carers there are sometimes barriers preventing young people from accessing the support the Trust provides. It is hoped that an additional part time member of staff will enable more focused one to one sessions, and schools based work to ensure increased accessibility.

Programmes supporting children and young people with disabilities continues to grow and confirmation of Premier League, Professional Football Association funding secured in March 2023 has enhanced this area of work. The funding will enable the Trust to appoint a new Disability Manager with the role specifically designed to create more opportunities



around participation in disability competitions, festivals, tournaments, and possible creation of Brentford FC Disability football teams.

A Sport England funded weekly multi-sports programme specifically for adults with Learning Disabilities from the Borough of Ealing started at Gunnersbury Park Sports Hub. A three-year grant from Ealing Council funded a Short Breaks programme in the Borough which will begin in October 2023. Utilising additional funding and the new Disability Manager will help to shape the overall department going forward. The increased resources will enable the Trust to deliver a new Ealing Short Breaks programme and a new Disability and Deaf programme linked to sports, social and employability skills.



Trustees Report

Education, Employability, and Training

The Education team, now primarily based at the Community Stadium Hub, recently completed the largest Brighter Futures numbers to date with 29 young people in care or with complex backgrounds receiving one to one mentoring for a period of four to six months.

Funding from the Ministry of Justice was awarded to deliver the Youth Justice and Sport programme. The scheme focuses on mentoring for young people on secondary tier of need (at risk of exclusion and violent offences), using sport to enhance positive outcomes and prevent criminal justice outcomes.

Over 2,000 Year 6 students completed the Hounslow Citizen Service project and helped to strengthen ties for the department with in Hounslow. A further 51 students took part in the Focus30 project with the Hounslow Education Partnership, whilst 35 young adults from unaccompanied asylum seeking backgrounds attended weekly sessions at Brunel University Sports Park.

As the department grows there has been a continual need to recruit qualified staff. During this period there have been delays finding appropriate candidates which has put added workload and pressures on the team to maintain delivery and targeted outcomes. With the Trust expanding, the Education team plans

to strengthen links in new delivery areas such as Hillingdon. Part of this will be the growth of in-school mentoring provision and the new staff members in the Education department will supplement this. During the next year the launch and delivery of a new NHS Advantage Mentoring programme will also be a key focus.

In September 2022 the first female cohort on the Trust's Post 16 Education and Football Programme was established to run alongside the existing offering for boys. A new partnership with Loughborough College was also launched offering a blended degree with seven students enrolling. During the 2022/23 season the male first team represented the Brentford FC Academy forming the Under-18's squad which included competing in the FA Youth Cup.

There are now over 100 students on the BTEC Level 2/3 or A Levels pathway, with 91 male students comprising four squads and 19 female students forming one squad. With so many students now on the Trust's pathway it is becoming an increasing challenge to both achieve attainment milestones and manage football expectations of such a large pool of players. With participation levels on the programme now at an all-time high the focus is to utilise the Trust's Education Hub for an enhanced offering and to support greater educational opportunities.



Post 16 Girls Education and Football Programme participants in training

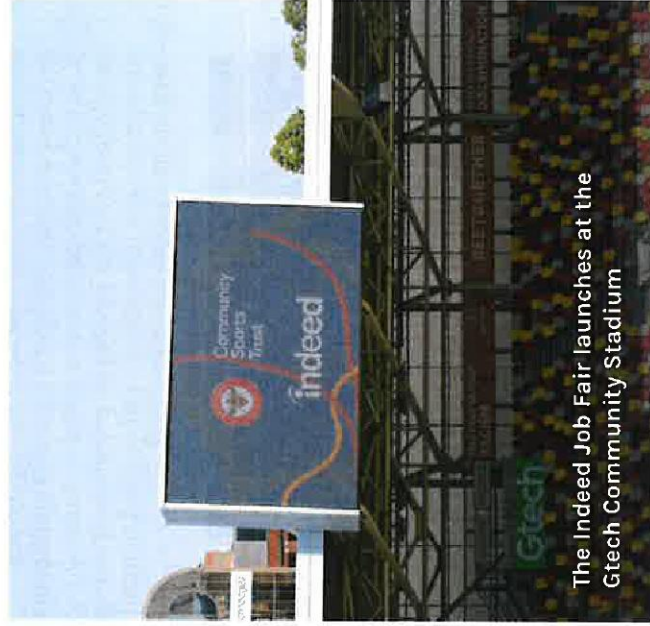
Trustees Report

Fundraising and Partnerships

During the 2022/2023 season kit sponsors initiative continued to grow from strength to strength, of which the customer experience registered 100% satisfaction and also led to the recruitment of new fundraisers that engaged across other fundraising initiatives.

£14,000 was raised in 2023 through a variety of fundraising initiatives such as London Marathon, RideLondon and Royal Parks Half Marathon.

Highlights include partnerships with Worley and Indeed. The Indeed partnership culminated with a job fair at the Gtech Community Stadium attended by more than 600 local young people and over 40 employers. SEGA's sponsorship of the Gunnersbury Cup generated a further £15,000 and is a significant indication of how much the tournament has grown to now attract recognised international brands as partners.



The Indeed Job Fair launches at the Gtech Community Stadium

We have also launched a new initiative which replaced the Bees Community Draw, namely the Lucky Hive Lottery, working closely with GFP Lotteries and Raffles Limited. With the Charity Hive platform, the Trust was also able to recruit further fundraisers across new fundraising events and the donation experience has significantly increased since the launch of the platform.



One of our London Marathon 2022 fundraisers, Joe Clifton

Report of the Trustees for the Year Ended 31 March 2023

Financial Review

Income for the financial year was £3.7m (2022 £3.1m) +18% Year on Year (YOY). The Trust managed to deliver a £0.2m Surplus for the year whilst navigating through some tough challenges, including some significant programme income streams which ended during 2022. Additionally, the Trust absorbed a significant increase in expenditure (primarily staff costs) and Capital spend incurred as we joyously took up residence of our New Home - Brentford Community Stadium Hub in June 2022.

A number of factors contributed to this success, the Trust continued to strengthen its' heritage programmes in 2022/2023 which showed a Year-on-Year increase in self-generating Unrestricted Income of 33% (£1.2m vs £0.9m - Football Development and Sports Participation). We also developed and expanded our newer programmes, Education, Employability and Training, Health and Wellbeing, Youth and Community and Specialist Support through engagement with new Partners and other fundraising with income from Charitable Activities growing by 18.5% (£3.2m Vs. £2.7m).

In addition to the Trust strengthening its' diversity of income, the Trust also continues to benefit from Brentford Football Club continuing to be a part of the Premier League. This has allowed the Trust to invest in its people to ensure our Delivery Teams and Core Functions are set up for future growth and that we continue to deliver to the highest standards, Staff Costs increased by £0.5m +22% (£2.6m vs £2.1m) mainly driven by continued investment in our Delivery Staff and Core Functions such as Safeguarding and HR. The Trust also invested £0.2m on Furniture Fixture and Fittings for our new Office and Event Space Hub and new laptops for our additional Staff.

Support costs increased by £280k as we continue to grow our Core functions in anticipation of future growth.

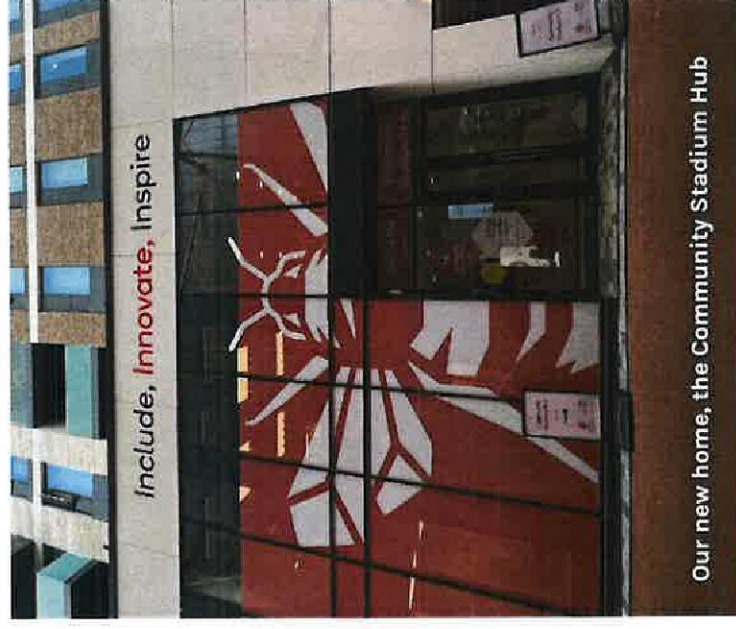
Financial Position

We continue to operate a full cost recovery model re-charging a proportion of fixed and variable costs back to projects. Whilst the Trust is increasing its reach and scale, the core function continues to require investment. This process started in 2021/2022 and

will continue into 2023/2024. Income levels are also continuing to increase, which helps support internal recovery rates to remain the same in the short term, with the aim to reduce them over the coming years. Individual project managers remain responsible for funding, supported by the core.

Staff and Facilities remain our biggest costs, but we recognise that our staff are also our biggest asset. We have scaled 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.

As at March 2023 the Trust employed 54 full-time and 71 part-time staff (48 full-time and 55 part-time 2021/2022). We continue to invest in our delivery staff offering contracted hours where we can. Key investments in Core Functions during the year included a Safeguarding Manager and additional HR support, we also continue to invest in Training and Development, ensuring that all members of staff get the appropriate onboarding, training, and support they need in their journey with the Trust.



Report of the Trustees for the Year Ended 31 March 2023

Reserves Policy

The Trust Reserves policy is to maintain our Reserves at a level which is equivalent to three months' operating expenses. Previously operating expenses included only variable and semi variable costs.

The Trust felt the measure of variable and semi variable costs could be subjective and in order to ensure a clear and consistent measure the Trust reviewed our policy at our Quarterly Board meeting March 2023.

The Trustees agreed to adopt a more prudent approach, namely, to include all Operating Expenses less depreciation in our Operating Costs. We also agreed that our operating costs should be calculated on a 'look forward' basis using an average of the next 6 months forward costs forecast. This policy change aligns with our Budget and Reforecast cycles, as the Trust undertakes a half-yearly reforecast for the remainder of the current year and a Budget for the following year based on the half-yearly actuals to September.

The Annual Budget phased by month is approved at the March Board meeting. By including all Operating Costs, we believe this to be sufficient to cover any

one-off potential costs that may be incurred if the Trust needs to reduce its operations given current notice periods of employees and current statutory redundancy pay rights.

With this more prudent approach our current reserves have fallen to 2.5 months cover (see below) i.e., below the 3 months target. The Trust is still committed to increase our Reserves to meet three months target but takes comfort from the wide diversity of funding streams and the strong level of cash balances held. Our reserves cover is reviewed at our quarterly Finance Subgroup and Board meetings.

As the Trust continues to invest for future anticipated growth we forecast our Operating Costs to grow faster than our Income in the short term and accordingly, our 2023/2024 Budget anticipates a £64k deficit overall. This includes plans to invest in our Football Development and Sport Participation as we expand to new areas and also our plan to strengthen and deepen links in our current areas e.g., our partnership with the NHS West London Wellbeing & Recovery College located in the Community Stadium Hub, opened at the start of 2023, this will continue to create more opportunities for collaborative working and initiatives with partner organisations and funders.

Our reserves position:

Income by Type	Actual 2022-2023 £	Actual 2021-2022 £	% Increase/(Decrease)
Unrestricted Funds	785,022	771,495	1.8
Prior Year Adjustment	-	623	-
Restricted/Designated Funds	422,588	249,493	69.4
Total Funds	1,207,610	1,021,611	18.2
Unrestricted Reserves	£	Average Spend £ (6 months)	Reserves Cover (Months)
Brought Forward Apr 22	771,495	263,647	2.9
Prior Year Adjustment	623	-	-
Movement 2022-2023	12,904	47,043	-
Carried Forward Mar 23	785,022	310,689	2.5

Investment performance

The Trust 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.

Report of the Trustees for the Year Ended 31 March 2023

Structure, Governance and Management

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

Brentford FC Community Sports Trust is a company limited by guarantee and is registered with the Charity Commission.

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

Reference and Administrative Details

Registered Company Number

05602833 (England and Wales)

Registered Charity Number

1112784

Registered Office

Underwood House
1A Thomas Layton Way
Brentford
TW8 OSB

Trustees

Ian Dobie
Donald Gilbert Kerr
Brian Robert Burgess
John Lawrence Cudmore
Nity Raj (joined August 2022)
Karl Adrian Reynolds
Anita Ralli
Chris Gammon
Marcella Eileen Phelan

Ian Dobie is the Chariman, Donald Kerr is the Vice Chairman.

Chief Executive

Lee Doyle

Company Secretary

Jacqueline Clair Montague

Auditors

Auditor (Senior Statutory Auditor)
for and behalf of Just Audit & Assurance Ltd
4 South Bar Street
Banbury

Oxfordshire
OX16 9AA

Solicitors

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

Bankers

The Cooperative Bank
Ealing Branch
14 New Broadway
Ealing
London
W5 2XL

Report of the Trustees for the Year Ended 31 March 2023

Statement of Trustees Responsibilities

The trustees (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.

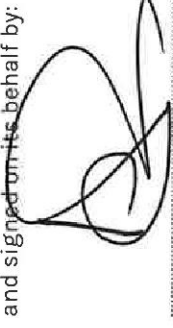
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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
and signed on its behalf by:



Ian Dobie - Trustee

08/12/23

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

Opinion

We have audited the financial statements of Brentford FC Community Sports Trust for the year ended 31 March 2023, which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP – FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (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 2023 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 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 the provisions available for small entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

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

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.

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 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 require us to report to you if, in our opinion:

- adequate and proper 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 charity has not kept sufficient accounting records; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement (set out on page 19), 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.

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 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

we considered in this context were the Companies Act 2006, and the Charities Act together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We considered the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and expenditure, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, including senior management, sample testing on the posting of entries, including journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of

irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 and trustees those matters we are required to state to them in an auditor's 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, the Charitable Company's members as a body, and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Russell (Senior Statutory Auditor)
For and on behalf of Just Audit & Assurance Ltd,
Statutory Auditor
4 South Bar Street
Banbury
Oxfordshire
OX16 9AA

Date: 11-12-2023

Statement of Financial Activities for the Year Ended 31 March 2023

The notes form part of these financial statements.

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.23 Total Funds (£)	31.3.22 Total Funds (£)
Income and Endowments from					
Donations and Legacies	2	394,974	16,850	411,824	383,694
Investment Income	3	2,639	-	2,639	1,626
Other Income	5	3,218	-	3,218	-
Total		400,831	16,850	417,681	385,320
Charitable Activities					
General	4	313,339	-	313,339	159,904
Football Development and Sports Participation		1,207,662	121,321	1,328,983	1,110,948
Youth and Community		465,600	203,211	668,811	733,494
Health and Wellbeing		-	89,879	89,879	54,000
Specialist Support		-	346,153	346,153	275,366
Education, Employability and Training		323,791	175,049	498,840	386,978
Total - Charitable Activities		2,310,392	935,613	3,246,005	2,720,690
Total Income		2,711,223	952,463	3,663,686	3,106,010
Expenditure on					
Charitable Activities					
Fundraising	6	539,808	-	539,808	173,670
Football Development and Sports Participation		1,201,026	116,918	1,317,944	1,100,910
Youth and Community		496,957	230,423	727,380	746,238
Health and Wellbeing		-	84,368	84,368	65,422
Specialist Support		-	329,525	329,525	286,904
Education, Employability and Training		319,390	159,272	478,662	416,530
Total Expenditure		2,557,181	920,506	3,477,687	2,789,674
Net Income and Expenditure		154,042	31,957	185,999	316,336
Transfers Between Funds		22,519	(22,519)	(0)	0
Net Movement in Funds		176,561	9,438	185,999	316,336
Reconciliation of Funds					
Total Funds Brought Forward before Adjustment		887,707	133,280	1,020,988	704,652
Prior Year Adjustment		623		623	623
Total Funds Brought Forward after Adjustment		888,330	133,280	1,021,611	705,275
Total Funds Carried Forward		1,064,891	142,718	1,207,609	1,021,611

The notes form part of these financial statements.

Balance Sheet

31 March 2023

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.23 Total Funds (£)	31.3.22 Total Funds (£)
Fixed Assets					
Tangible Assets	12	251,588	-	251,588	59,520
Total - Fixed Assets		251,588	-	251,588	59,520
Current Assets					
Debtors	13	435,923	163,771	599,694	516,272
Prior Year Adjustment		-	-	-	623
Cash at Bank		1,475,067	-	1,475,067	1,237,316
Total - Current Assets		1,910,990	163,771	2,074,761	1,754,211
Creditors	14	(1,097,688)	(21,053)	(1,118,741)	(792,120)
Net Current Assets		813,302	142,718	956,020	962,091
Total Assets Less Current Liabilities					
		1,064,891	142,718	1,207,609	1,021,611
Net Assets		1,064,891	142,718	1,207,609	1,021,611
Funds					
Unrestricted Funds	16			1,064,891	887,707
Prior Year Adjustment				-	623
Restricted Funds				142,718	133,280
Total Funds				1,207,609	1,021,611

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:

Signed on behalf of the Board of Trustees:


Chris Gammon - Trustee

Date: 08/12/23

The notes form part of these financial statements.

Cash Flow Statement for the Year Ended 31 March 2023

	Notes	31.3.23 (£)	31.3.22 (£)
Cash Flow from Operating Activities			
Cash Generated from Operating Activities	1	459,817	448,041
Prior Year Adjustment		-	-
Net Cash Provided by Operating Activities		459,817	448,041
Cash Flow from Investing Activities			
Purchase of Tangible Fixed Assets		(230,388)	(39,814)
Sale of Tangible Fixed Assets		5,063	2,624
Interest Received		2,639	1,626
Net Cash Used in Investing Activities		(222,686)	(35,564)
Change in cash and cash equivalents in the reporting period		237,131	412,477
Cash and cash equivalents at the beginning of the reporting period		1,237,936	825,459
Cash and cash equivalents at the end of the reporting period		1,475,067	1,237,936

The notes form part of these financial statements.

Notes to the Cash Flow Statement for the Year Ended 31 March 2023

1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	31.3.22 (£)	31.3.22 (£)
Net Income for the reporting period (As per the Statement of Financial Activities)	185,999	316,336
Adjustments for:		
Depreciation Charges	36,476	14,461
Profit on Disposal of Fixed Assets	(3,218)	0
Interest Received	(2,639)	(1,626)
Prior Year Adjustment	-	620
Increase in Debtors	(83,422)	(253,176)
Increase in Creditors	326,621	371,426
Net Cash Provided by Operations	459,817	448,041

2. Analysis of Changes in Net Funds

	At 1.4.22 (£)	Cash flow (£)	At 31.3.23 (£)
Net Cash			
Cash at Bank	1,237,936	237,131	1,475,067
Total	1,237,936	237,131	1,475,067

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2023

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 irrecoverable 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 2023

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

	31.3.23 (£)	31.3.22 (£)
Donations	333,769	243,240
Government Grant - JRS	0	16,648
Other income	78,055	123,806

Total Donations and Legacies	411,824	383,694
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3. Investment Income

	31.3.23 (£)	31.3.22 (£)
Interest Receivable	2,639	1,626

4. Income from Charitable Activities

	Charitable Activities	31.3.23 (£)	31.3.22 (£)
General		313,339	159,904
Football Development and Sports Participation		1,328,983	1,110,948
Youth and Community		668,811	733,494
Health and Wellbeing		89,879	54,000
Specialist Support		347,153	275,366
Education, Employability and Training		498,840	386,978

Total - Income from Charitable Activities	3,246,005	2,720,690
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5. Other Income

	31.3.23 (£)	31.3.22 (£)
Gain on Sale of Fixed Assets	3,218	0

Notes to the Financial Statements for the Year Ended 31 March 2023

6. Charitable Activities Costs

	Direct Costs (£)	Support Costs (see note 7) (£)	Totals (£)
Fundraising	(508,907)	1,048,716	539,809
Football Development and Sports Participation	1,317,944	-	1,317,944
Youth and Community	727,380	-	727,380
Health and Wellbeing	84,368	-	84,368
Specialist Support	329,525	-	329,525
Education, Employability and Training	478,661	-	478,661
Total Charitable Activities Costs	2,428,971	1,048,716	3,477,687

7. Support Costs

	Management (£)	Finance (£)	Governance Costs (£)	Totals (£)
Fundraising	1,036,434	762	11,520	1,048,716

8. Net Income/(Expenditure)

Net Income/(Expenditure) is stated after charging/(crediting):

	31.3.23 (£)	31.3.22 (£)
Audit Fees	9,000	6,073
Depreciation - Owned Assets	36,475	14,461
Surplus on Sale of Fixed Assets	(3,218)	-
Total	42,257	20,534

Notes to the Financial Statements for the Year Ended 31 March 2023

9. Trustees' Remuneration and Benefits

Trustees' Expenses

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

There were no trustees' expenses for the year ended 31 March 2023 or the year ended 31 March 2022.

10. Staff Costs

	31.3.23	31.3.22
	(£)	(£)
Wages and Salaries	2,323,115	1,912,618
Social Security Costs	193,134	150,523
Other Pension & Healthcare Costs	65,229	55,521
Total Staff Costs	2,581,478	2,118,662

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

	31.3.23	31.3.22
Permanent Staff	54	48
Casual Coaches	71	55
Total	125	103

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

	31.3.23	31.3.22
£71,001 - £90,000	1	1
£110,001 - £120,000	1	1
Total	2	2

Key management are the Trustees, the CEO and the Senior Leadership Team. Their total remuneration for the year was £458,136 (2022: £478,584). 2022 included £26,412 Bonus paid in March 2022, normally paid each April.

Pension Commitments

The charity operates a defined contribution Pension Scheme and auto-enrolment. The cost of the scheme to the charity for the year was £46,213 (2022: £41,876)

Notes to the Financial Statements for the Year Ended 31 March 2023

11. Comparatives for the Statement of Financial Activities 2021-2022

Income and Endowments from	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)
Donations and legacies	365,855	17,839	383,694
Investment income	1,626	-	1,626
Other Income	-	-	-
Total	367,481	17,839	385,320
Charitable Activities			
General	159,904	-	159,904
Football Development and Sports Participation	1,029,585	81,362	1,110,948
Youth and Community	438,630	294,865	733,494
Health and Wellbeing	-	54,000	54,000
Specialist Support	-	275,366	275,366
Education, Employability and Training	269,823	117,155	386,978
Total - Charitable Activities	1,897,942	822,748	2,720,690
Total Income	2,265,423	840,587	3,106,010
Expenditure on			
Charitable Activities			
Fundraising	173,670	-	173,670
Football Development and Sports Participation	1,016,173	84,737	1,100,910
Youth and Community	428,409	317,829	746,238
Health and Wellbeing	-	65,423	65,423
Specialist Support	-	286,904	286,904
Education, Employability and Training	281,198	135,331	416,530
Total Expenditure	1,899,450	890,224	2,789,674
Net Income and Expenditure	365,973	(49,637)	316,336
Reconciliation of funds			
Total Funds Brought Forward	547,109	157,543	704,652
Transfer between Funds 2021-2022	(25,375)	25,375	-
Total Funds Carried Forward	887,707	133,281	1,020,988

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2023

12. Tangible Fixed Assets

Cost	Sports equipment (£)	Motor vehicles (£)	Office equipment (£)	Totals (£)
At 1 April 2022	29,032	32,252	107,974	169,258
Additions	1,020	-	229,368	230,388
Disposals	40	(24,570)	(608)	(25,138)
At 31 March 2023	30,092	7,682	336,734	374,508
Depreciation				
At 1 April 2022	25,242	29,974	54,522	109,738
Charge for the Year	1,762	108	34,605	36,475
Eliminated on disposal	40	(22,725)	(608)	(23,293)
At 31 March 2023	27,044	7,357	88,519	122,920
Net Book Value				
At 31 March 2023	3,048	325	248,215	251,588
At 31 March 2022	3,790	2,278	53,452	59,520

13. Debtors: Amounts Falling Due Within One Year

	31.3.23 (£)	31.3.22 (£)
Trade Debtors	382,407	380,473
Prepayments and Accrued Income	214,879	135,099
Other Debtors	2,408	1,325
Prior Year Adjustment	-	(625)
Total Debtors	599,694	516,272

Notes to the Financial Statements for the Year Ended 31 March 2023

14. Creditors: Amounts Falling Due Within One Year

	31.3.23 (£)	31.3.22 (£)
Trade Creditors	82,049	64,414
Social Security and Other Taxes	45,584	64,315
Other Creditors	8,690	7,363
Accruals and Deferred Income	982,418	656,028
Total Creditors	1,118,741	792,120

Deferred Income

Deferred income is recognised for income received in advance over the correct period of project funding, agreed by the funders.

	31.3.23 (£)	31.3.22 (£)
Opening Balance	569,150	332,351
Provided for the Year	646,636	569,150
Moved to Profit and Loss	(569,150)	(332,351)
Balance at Year End	646,636	569,150

15. Leasing Agreements

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

	31.3.23 (£)	31.3.22 (£)
Within One Year	39,400	36,900
Between One and Five Years	82,067	121,467
Total	121,467	158,367

Notes to the Financial Statements for the Year Ended 31 March 2023

16. Movement in Funds

	At 1.4.22 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.23 (£)
Unrestricted Funds				
General	847,465	160,078	(192,067)	815,476
Fixed Assets	59,520	-	192,067	251,587
Football Development and Sports Participation	(111,108)	20,921	-	(90,187)
Youth and Community	56,693	(31,359)	22,519	47,853
Education, Employability and Training	35,760	4,402	-	40,162
Total	888,330	154,042	22,519	1,064,891
Restricted Funds				
Football Development and Sports Participation	4,310	4,402	-	8,712
Youth and Community	89,995	(27,212)	(22,519)	40,264
Health and Wellbeing	(24,622)	5,610	-	(19,012)
Specialist Support	31,379	16,628	-	48,007
Education, Employability and Training	32,218	32,529	-	64,747
Total	133,280	31,957	(22,519)	142,718
Total Funds	1,021,610	185,999	-	1,207,609

Notes to the Financial Statements for the Year Ended 31 March 2023

16. Movement in Funds - continued

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

	Incoming Resources (£)	Resources Expended (£)	Movement in Funds (£)	
Unrestricted Funds				
General Fund	699,888	(539,810)	160,078	
Football Development and Sports Participation	1,221,943	(1,201,022)	20,921	
Youth and Community	465,600	(496,959)	(31,359)	
Education, Employability and Training	323,792	(319,390)	4,402	
Total	2,711,223	(2,557,181)	154,042	
Restricted Funds				
Football Development and Sports Participation	121,320	(116,918)	4,402	
Youth and Community	203,211	(230,423)	(27,212)	
Health and Wellbeing	89,978	(84,368)	5,610	
Specialist Support	346,153	(329,525)	16,628	
Education, Employability and Training	191,801	(159,272)	32,529	
Total	952,463	(920,506)	31,957	
Total Funds	3,663,686	(3,477,687)	185,999	
	At 1.4.21 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.22 (£)
Unrestricted funds				
General	500,717	342,677	4,071	847,465
Fixed Assets	36,791	-	22,729	59,520
Football Development and Sports Participation	(135,458)	24,350	-	(111,108)
Youth and Community	98,646	10,221	(52,175)	(56,692)
Education, Employability and Training	47,035	(11,275)	-	35,760
Total	547,731	365,973	(25,375)	888,330

Notes to the Financial Statements for the Year Ended 31 March 2023

16. Movement in Funds - continued

	At 1.4.21 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.22 (£)
Restricted funds				
Football Development and Sports Participation	7,684	(3,374)	-	4,310
Youth and Community Health and Wellbeing	87,584 (13,199)	(22,963) (11,423)	25,375 -	89,996 (24,622)
Specialist Support	38,327	(6,948)	-	31,379
Education, Employability and Training	37,146	(4,928)	-	32,218
Total	157,543	(49,637)	25,375	133,281
Total Funds	705,274	316,336	-	1,021,610

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

	Incoming Resources (£)	Resources Expended (£)	Movement in Funds (£)
Unrestricted funds			
General	516,346	(173,670)	342,677
Football Development and Sports Participation	1,040,524	(1,016,174)	24,350
Youth and Community Health and Wellbeing	438,629	428,408	10,221
Specialist Support			0
Education, Employability and Training	269,923	(281,198)	(11,275)
Total	2,265,423	(1,899,450)	365,973
Restricted Funds			
Football Development and Sports Participation	81,362	(84,737)	(3,374)
Youth and Community Health and Wellbeing	294,866 54,000	(317,829) (65,423)	(22,963) (11,423)
Specialist Support	279,956	(286,904)	(6,948)
Education, Employability and Training	130,403	(135,331)	(4,928)
Total	840,587	(890,224)	(49,637)
Total Funds	3,106,010	(2,789,674)	316,336

Transfers between Funds

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 2023

17. Related party disclosures

Donations received during the period included:

- £158,749 (2022 - £146,690) from Brentford Football Club Ltd.

Other income received during the period included:

- £41,733 (2022: £221,195) from Brentford Football Club Ltd.

Expenditure for the period included:

- £34,619 (2022 - £70,980) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £2,877 (2022: £142,522) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £Nil (2022: £18,536) owed to Brentford Football Club Ltd.

During the year Brentford Football Club bought staff uniform to the value of £35,194 and donated it to the charity.

18. Ultimate Controlling Party

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

This page does not form part of the statutory financial statements.

Detailed Statement of Financial Activities for the Year Ended 31 March 2023

Income and Endowments from	31,323	31,322
	(£)	(£)
Donations and Legacies	333,769	243,240
Investment Income	2,639	1,626
Government Grant- JRS	-	16,648
Gain on Sale of Fixed Assets	3,218	-
Other Income	78,055	123,806
Total	417,681	385,320
Charitable Activities	3,246,005	2,720,690
Total Incoming Resources	3,663,686	3,106,010

Expenditure		
Charitable Activities		
Wages	1,695,806	1,425,415
Social Security	127,665	96,931
Pensions and Healthcare	32,686	30,047
Premises Costs	2,842	1,720
Recruitment and Training	27,183	(2,429)
Trophies	2,932	3,228
Sports and Training Requisites	113,507	103,651
Facilities Hire	281,482	280,492
Equipment Hire	1,430	673
Sundry Purchases	10,447	19,489
Motor Expenses	37,053	23,334
Travelling Expenses	27,616	13,040
Marketing	35,293	7,662
Clothing	8,687	16,223
Entertainment	5,953	2,711
Online Sales Fees	18,389	3,928
Total	2,428,971	2,026,115

This page does not form part of the statutory financial statements.

Detailed Statement of Financial Activities for the Year Ended 31 March 2023

Support costs	31.3.23	31.3.22
Management	(£)	(£)
Wages	627,309	487,203
Social Security	65,469	53,592
Pensions and Healthcare	32,542	25,474
Premises Costs	110,458	61,142
Insurance	5,276	2,148
Telephone, Computer & Internet	58,425	51,215
Postage and Stationery	7,038	3,288
Sundries	9,925	4,843
Meetings	6,306	2,853
Subscriptions	7,757	6,727
Professional Fees	69,453	43,878
Depreciation	36,476	14,461
Total	1,036,434	756,824
Finance		
Bank Charges	762	662
Governance costs		
Auditors' Remuneration	9,000	6,073
Accountancy Fees	2,520	-
Total	11,520	6,073
Total Resources Expended	3,477,687	2,789,674
Net Income / (Expenditure)	185,999	316,336

