

REGISTERED CHARITY NUMBER: 1112784

**Strategic Report, Report of the Trustees and**  
**Financial Statements for the Year Ended 31 March 2016**  
**for**  
**Brentford FC Community Sports Trust**

**Brentford FC Community Sports Trust**

**Contents of the Financial Statements**  
**for the Year Ended 31 March 2016**

	<b>Page</b>
<b>Strategic Report</b>	<b>1 to 3</b>
<b>Report of the Trustees</b>	<b>4 to 14</b>
<b>Report of the Independent Auditors</b>	<b>15 to 16</b>
<b>Statement of Financial Activities</b>	<b>17</b>
<b>Balance Sheet</b>	<b>18</b>
<b>Notes to the Financial Statements</b>	<b>19 to 26</b>
<b>Detailed Statement of Financial Activities</b>	<b>27 to 28</b>

## **Brentford FC Community Sports Trust**

### **Strategic Report** **for the Year Ended 31 March 2016**

When charting progress and future direction we considered our development since 2005 when we converted from an unincorporated organisation to a Charitable Sports Trust. This has helped us understand our journey to date and consider how we move forward effectively and efficiently. There are also similarities now to 2005 when we made a step change to a new level of operation. Our next business plan is designed to take us through the period of transition into a new Community stadium. In 2005 we had to plan to move out of Griffin Park due to the increasing size of staff and now we are planning our transition back. The new stadium will have a purpose built Learning Zone that is double the size of our current one and our office space will be alongside creating a fresh and creative working environment. Back in 2005 we built new momentum through funding from Sport England linked to multi-sport coaches. Again there are similarities in 2016 with us being at the beginning of a new Premier League community funding phase with significantly increased investment in key areas that will promote new growth. This will complement our current programmes, some of which are part of national initiatives with the English Football League Trust as well as local partners.

Over the last decade we have gained significant experience in building sustained programmes beyond initial funding phases. This in turn has shaped how our community team work together. Initially as a number of new funding opportunities arose our team focused on developing their specific areas. With key programmes established we are now working cross-department more than ever before. We encourage a 'head up' attitude amongst our project managers in order that the big picture is clear.

Teamwork has been at the centre of our success but we are acutely aware that as our organisation grows there must be a clear strategy and structure that we can measure progress against. To this end at the end of 2015 we embarked on a journey to consider progress to date and our future direction. We extended the period that our current strategy would run, with the aim of launching a new strategy that would begin in our 30th anniversary year in 2017 taking us up to 2020 and into the new stadium. We gave ourselves time to fully consider all of the issues and to consult with internal and external partners. What we can report now is significant progress towards those aims with working documents that demonstrate our future direction.

#### **2005-16**

During the 11 years since becoming a Charitable Trust we have explored challenging new areas of community development. Our initial target in 2005 was to capitalise on Sport England community coaches matched funding which enabled the Trust to significantly increase grass roots staff. We embarked on a plan of building strong links with local schools with a view that mutually beneficial relationships would develop in the provision of curricular and extra-curricular physical activity delivery. By the time the 3 year 50% funding and continuous professional development scheme came to an end the Trust was able to re-organise its funding and staffing model and retain the majority of coaches. This built an essential base to our participation pyramid with us knowing we had trained, experienced reliable staff that could be deployed not only in schools but across our projects. The other key change was, that whilst football remained the back-bone of the organisation, we were delivering an increasing range of sports.

At the same time, we created specialised department heads that were given a creative brief of increasing our development of disability sport, working in deprived communities through Positive Futures, Kicks and Street Sports as well as linking into education projects through the Griffin Park Learning Zone.

In 2005 there was an increasing emphasis on multi-sport and multi-sport hubs. Part of our mission is to assist in developing and regenerating sport facilities and to this end we began the sports facility regeneration project at Gunnersbury Park and together with S&P architects produced the first feasibility study for the regeneration of sports facilities at the Park. We also created a new boating arch at Kew Bridge working with partners in the public, private and voluntary sector.

Once the strong project themes were grounded in regular activity sessions we began to look at how we could create deeper more specialised interventions within our working themes. Our Department heads pushed forward and achieved new funding streams through funding bodies and commissioning that enabled the Trust to work 1:1 with young offenders through a mentoring scheme which included a specific programme focused on female young offenders. We were also commissioned by the London Borough of Ealing to deliver a Young Carers programme which aimed to provide a support network for young people, together with an activity programme as well as identifying the young carers in the Borough.

The aim of this overview is to highlight our initial targets which were to begin to explore the wider boundaries of how sport can engage and change lives. At each step we have considered how sustainability can be built in to programmes. In some instances, project funding comes to an end and projects morph into a new drive, but in all cases the experience travels through to the new projects. To this end we have set about training and retaining high quality staff. Our philosophy is that if we create a balanced, lively, creative and progressive work environment our staff will feel happy, challenged and valued which will create low staff turnover. The feeling of being valued cannot be expressed purely in terms of remuneration levels, our salaries are increasingly competitive without being unsustainable and our conditions aim to promote flexibility and work-life balance. This approach has worked and we have a strong staff retention rate and a wide portfolio of successful projects. However, we are aware that as we have grown our organisational structure has remained flat. We are currently reviewing roles with a view to creating an efficient structure that enables staff to focus on specific areas of responsibility. It is envisaged that we will create a senior leadership team that provide the support for our strategy to be delivered effectively with regular reference back to targets and consideration on how our organisation may have to flex in order to respond to new challenges.

## **Brentford FC Community Sports Trust**

### **Strategic Report** **for the Year Ended 31 March 2016**

#### **Review of Business Plan 2013-16**

We have exceeded our targets set in the Business plan from 2013-16 across Sports Participation, Social Inclusion, Health and Education with significant growth and developments particularly in Health and Education.

Following cuts to local and central education budgets, rather than close the Brentford FC based classroom the Trust took on the Griffin Park Learning Zone. In the intervening years we have worked to develop a new portfolio of work. Whilst this work retains educational and cultural themes in many cases it engages with people of all ages in a deeper more meaningful way encouraging lasting changes in lifestyle or approach. An example of this is the new 'Brighter Futures Project' working with Young People on the Edge of Care. By taking this approach we continue to use sport as a catalyst for positive change and by being able to demonstrate the effect of the intervention we are more likely to build fundable development models. In early models of participation reporting there was an emphasis on growing participation numbers, now, in many projects we are working with smaller groups with a higher level of engagement.

With regard to specific Health projects there is a growth in projects that feels similar to the momentum we experienced at the inception of our Inclusion projects such as Positive Futures and Kicks in 2005. Increasingly, local and London-wide health commissioners are considering how community organisations such as ours can play a part in promoting the healthy lifestyle agenda. Recently we have been involved in a pilot with Fulham and Spurs called FanActiv which engaged men aged 40 plus who were in need of increasing their exercise levels as well as considering their diet in a specific intervention programme. The research study into the project by Kingston University showed significant positive change amongst the groups. Additionally, the results demonstrated that the participants had a vast age range 40-80 plus as well as coming from a range of ethnic groups. Co-operative projects such as this where results are measured are an example of the way in which we will move forward in the future.

The ability to demonstrate Positive Impact has been very significant for the Trust in the last 3 years. In October 2013 an independent valuation of the social value of Trust work to local communities was calculated at £8.5m at the highest confidence level. This figure played an important part in planning permission being granted for the new Brentford FC Community Stadium in December 2013. The LB Hounslow planners agreed that the stadium would become a vibrant community hub that enhances local community opportunities. As a result, stretch targets were built into the legal agreement for the new stadium. SMART targets for community investment are a high priority in Brentford FC's strategy which has led to increased core investment by the club into the Trust, as well as improved partnership working.

The understanding between the Trust and Club can be seen in the partnership working towards a major project to regenerate Gunnersbury Park. The Trust are part of a key stakeholder group and a named strategic partners at the Park with the club contributing matched funds to the project in the next 10 years. This will be the first of possibly a number of hub sites and we will work with all partners to raise participation levels and build new partnerships.

#### **Growth**

Our turnover is forecast to rise by 20% to £1.8m this financial year. We are winning more local tenders e.g. Health and are also set to benefit from an increase in Premier League funding in schools and Kicks programmes together with some capacity funding from the EFL and PLCF.

We are aware that an increase in turnover does not necessarily correlate with overheads and organisational costs. We currently run a full cost recovery model and are responsible for all costs as we have offices outside of the club. We have recently employed a corporate Partnerships and Events Manager whose primary role is to develop unrestricted income to enable officers to concentrate on their project targets.

Our offices and infrastructure can cope with the growth envisaged and looking forward we are set to re-locate to the new Brentford FC Stadium when it is complete. Whilst we will pay rent at the new site we will benefit from economies of scale and potentially through new corporate partnerships. To this end we are attending a number of sub-groups with the football club to consider all issues from data capture to infrastructure needs. We are also part of the club's commercial sub group and are built in to a 3-year club strategy.

#### **Strategic direction from 2017-20**

We embarked on a review of our strategic direction at the end of 2015 beginning with a review by our project management team of progress to date and future opportunities and risk. We met again in the New Year, at each stage taking half a day out to consider our future focus and factors that may affect our strategic direction.

As part of the process we undertook the new Quest UK Quality Scheme for Sport and Leisure While the process is similar to both the existing Facility Management and Sports Development Quest models and includes both a self-assessment and an external evaluation by key partners, the content has been developed to challenge and support sport and activity based organisations with a social purpose and is based on five specific modules:

- Partnerships and collaboration
- Delivering Sport for Development Projects
- People and Skills Development
- Continuous improvement
- Community Outcomes

Brentford FC Community Sports Trust

Strategic Report  
for the Year Ended 31 March 2016

The Trust was awarded a 'Very Good' when assessed with excellent elements. Possibly more importantly it highlighted where we could improve. Unsurprisingly, our wide array of projects required some clarity in terms of the overall aims of the Trust, particularly when considering the future.

Our breadth has been achieved by design. We have been developing an organisation in a field where the economic back drop is of tightening budgets and de-centralised commissioning. Creativity and exploration of themes has been positively encouraged and this has produced new partnerships and an increased sophistication within our projects. We have moved from a time of projects being measured in participation numbers and frequency of activity to measuring the distance travelled by an individual or group towards a target.

With the aim of helping to clarify our high level targets we commissioned the Social Research Co-operative to "Substance" to develop a Theory of Change, working with our staff as well as conducting internal and external questionnaires with staff and external partners. We also commissioned an up to date Social Impact report which will be produced as part of the process.

The result has been a clearer understanding by staff and Trustees of the problems that we want to help to solve, the areas that we plan to work in and how we set measurable targets. We have also worked with our project managers to agree delivery and development plans for projects working within our key themes of Health, Education, Sports Participation and Social Inclusion.

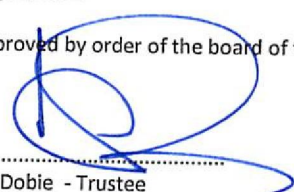
We are currently finishing our 2017-20 draft strategy highlighting our focus areas linked to local and national priorities. At project level each area has identified their tactics and considered KPI's. These are being brought together in line with our high level KPI's.

Our Trustees are involved in the process and we ran a Theory of Change workshop in June facilitated by Substance. There is ongoing dialogue with Trustees and Project Managers with regard to clarifying our targets and creating clear KPI's at all levels. Our strategy documents are designed to be working documents that can be adjusted and will be a point of reference going forward. We are conducting internal and external questionnaires and undertaking work with the aim of communicating our vision both internally and externally.

2017 will be our 30th year as a community organisation and still, there is everything to play for.

Lee Doyle  
CEO Brentford FC Community Sports Trust  
August 2016

Approved by order of the board of trustees on ..... 21/9/2016 ..... and signed on its behalf by:

  
.....  
Ian Dobie - Trustee

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2016. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

The charity's name is Brentford FC Community Sports Trust and it is often referred to as "BFCST".

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
05602833 (England and Wales)

**Registered Charity number**  
1112784

**Registered office**  
Half Acre House  
37 Half Acre  
Brentford  
Middlesex  
TW8 8BH

**Trustees**  
Ian Dobie  
Donald Gilbert Kerr  
Stephen Gibson Callen  
Brian Robert Burgess  
John Lawrence Cudmore  
Eileen De Souza  
Karl Adrian Reynolds  
Stephen Paul Sledger

Ian Dobie is the Chairman, Donald Kerr is the Vice Chairman and Stephen Callen is the Treasurer.

**Chief Executive**  
Lee Doyle

**Company Secretary**  
Jacqueline Clair Montague

**Auditors**  
Peter Upton (Statutory Auditor)  
PO Box 782  
Maldenhead  
Berks  
SL6 1FR

**Solicitors**  
Muckle LLP  
Time Central  
32 Gallowgate  
Newcastle upon Tyne  
NE1 4BF

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

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **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.

##### **Induction and training of new trustees**

New trustees are invited to the Trust's offices at Half Acre House to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust plus minutes of recent meetings. New trustees also receive a subscription to Governance magazine and are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity. At their first meeting, new trustees are co-opted onto the sub-group related to their specialised discipline.

##### **Organisational structure**

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

A Chief Executive, who is not a trustee, operates the Trust on a day to day basis, with a senior management team including a general manager and project lead managers within key trust themes. There are:

- Sports Participation
- Health
- Disability
- Social Inclusion
- Education and Employment

##### **Wider network**

The Trust has a strategy of developing sports participation, education, employment and regeneration projects through active partnerships and alliances. It has service level agreements with local and central government, housing associations and schools. The Trust is aligned with the Football League Trust a National network of the community Trust of the professional football clubs in the Football League. It also works with the Premier League Charitable Trust on themed projects such as schools and inner city sports activity and mentoring projects. The Trust has service level agreements with three surrounding Boroughs Hounslow, Ealing and Richmond and has been commissioned to provide specific specialist services. The Trust forms active relationships with local companies and organisations offering teambuilding activities and linking in to Corporate Responsibility agendas. Currently we have a partnership with Brentford Waterside Regeneration for which we organise a large annual event called the Brentford Challenge. The partnership is due to finish in late 2016 and the Trust will look to renew and build new partnerships in the future.

##### **Brentford FC Involvement**

We have a positive relationship with Brentford FC and in addition to a core payment the club provides match tickets. In the past we have delivered a new match-day Fanzone event and have produced a quarterly newsletter distributed locally to 25,000 homes in partnership with BFC. In the longer term we continue to work with the club towards the new Brentford Community Stadium and envisage increased partnerships across all sectors leading to exciting project developments.

##### **Related parties**

During the year Ian Doble was Managing Director of St George West London Ltd who fund the premises costs at Brentford Boating Arches of approximately £16,000 pa.

Whilst the Trust is an independent organisation constituted as a company limited by guarantee with Charitable status directed by a board of trustees, it has a longstanding working relationship with Brentford Football Club. The Trust evolved from a Football in the Community programme originally established in 1987, which was a partnership between the football club, and Ealing and Hounslow councils.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Risk management**

The trustees have identified and reviewed the risks to which the charity is exposed and ensured that appropriate controls are in place to provide reasonable assurance against fraud and error. Committees have been established, charged with the responsibility of identifying both financial and health and safety risks facing the Trust.

- The Finance Committee comprises two trustees, the Chief Executive, the General Manager and the Finance Manager
- The Health and Safety Committees comprises one trustee, the Chief Executive, and all Senior Managers.
- The Human Resources Committee comprises two trustees, the Chief Executive and the General Manager.

##### **Other sub-groups**

There are also other sub-groups covering:

Business Development, Education, New Stadium, Brentford Boating Arch and Gunnersbury Park.

These sub-groups assist in the strategic development of key themes. For example, the Business and Development Committee looks at restricted and unrestricted funding opportunities.

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The charity's objects are for the benefit of the public generally and, in particular, the inhabitants of Hounslow, Ealing, Richmond, Hillingdon and surrounding areas:

1. To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health.
2. To provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
3. To advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity.

##### **Significant activities**

The Trust provides a wide variety of opportunities throughout the year, designed to engage the local community in sports and education activities. This ranges from the extensive schools sports programme that is offered across a range of sports to the three main social inclusion programmes in Ealing, Hounslow and Richmond.

A full description of activities is provided under the details of charitable activities.

##### **Public benefit**

The trustees have followed the guidance issued by the Charity Commission with regard to the public benefit arising from the activities they decide the Trust will undertake. The objectives and aims of the Trust are covered in more detail in this report. The Trust provides its surrounding communities with a range of free and affordable opportunities to participate in sport and leisure promoting inclusion and opportunity for all who wish to take part. In addition the Trust is working with local partners to improve facilities with the aim of providing more sporting opportunities.

##### **Volunteers**

An increasing number of people are volunteering to help the Trust. Within the various work areas, volunteers have been recruited to assist in coaching, administration, direction and organisation. No trustee receives any remuneration for their services. Volunteers range in age from 14 to adult. The Trust has, in some cases, provided further training for volunteers and qualifications in sport and people management.



## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **ACHIEVEMENT AND PERFORMANCE** **CHARITABLE ACTIVITIES** **SPORTS PARTICIPATION**

##### **Schools and Holiday Courses**

The Trust undertakes a large scale sports participation programme for commercial activities around football and multi-sports sports provision. A workforce that includes 50 part-time coaching staff, delivering a range of sports working in schools and sports centres on behalf of community groups and organisations as well as a commercial holiday camp programme during the school holidays. The staff also contribute to other projects and events within the Trust throughout the year.

##### **Activities include:**

- School curricular and extra-curricular sports programme with over 100 sessions per week across four London boroughs - Hounslow, Hillingdon Ealing and Richmond.
- Social Inclusion engagement activities on behalf of A2 Dominion (Ealing) and Activate Avenue (London Borough of Hounslow).
- Primary and Secondary School competitions on behalf of the Football League Trust.
- Richmond Sports Development football competitions for primary schools (boys and girls)
- Delivering trials and training sessions as well as managing teams on the day for the annual London Youth Games Football Competition in the Mini's Boys and Girls categories for the boroughs of Ealing, Richmond and Hounslow.
- School holiday provision offered in partnership with Chiswick Community School, GOALS, Osterley, St. James's & Chase Bridge Primary Schools.
- Sports days, summer fêtes and fairs at schools across Ealing, Hounslow & Richmond
- Support for medium and large scale community events through sports delivery and fun activities including The Brentford Challenge (Syon Park), Brentford Fanzone (St. Paul's Recreation Ground), Brentford Family Day (Griffin Park) and the Super Saturday of Sport (Chiswick and Feltham).

##### **Premier League Charitable Fund - (Year2)**

The Trust received £15,000 of funding from the Premier League Charitable Fund to offer a second year free sports engagement activity in a variety of community settings. Curricular and extra-curricular activity was offered within schools across a range of sports and education workshops designed to engage the Trust with new participants in schools, clubs and community groups. The minimum target was 1,630 participants to receive additional coaching, enrichment workshops, extra-curricular clubs with the long term aim of establishing new programmes of delivery. This target was exceeded with more than 2,000 primary school pupils benefiting from the project.

##### **FOOTBALL DEVELOPMENT CENTRES (BOYS & GIRLS)**

The Trust has operated a football development programme for over a decade providing a pathway from community activity to a structured football coaching programme. Promising footballers are invited to attend our FDC programme that operates across two venues (3 evenings) in Ealing and Richmond. This fulfils our aim of each participant being given the opportunity to reach their full potential.

##### **Players are drawn from the following areas:**

- organised open trials held during the school holidays
- recommendations from BFCCST coaching staff via our extensive sport delivery programmes in schools and community settings.

The FDC has consolidated during season 15/16. An extra indoor fixture was added at Christmas. Several players have been signed by other professional clubs.

The Girls FDC has grown with close to 100 participants. A games programme has been implemented with full commitment to it from season 16/17.

##### **DISABILITY PROJECTS**

###### **On Your Marks & Hounslow Short Breaks**

The Short Breaks programme is funded by Hounslow Council with BFC CST delivering a range of School Holiday and weekend programmes for children with disabilities. These include Multi-Sport Days, Swimming lessons, Deaf specific programmes and Paddle Sports. This has been recommissioned for a further 12 months. The swimming is delivered in partnership with Fusion Lifestyle. The On Your Marks programme provides sports beginner lessons for adults with disabilities and in the past twelve months have included swimming lessons, badminton groups, deaf specific clubs, table tennis and Gym / Fitness sessions. This programme finishes in 2016.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **ACHIEVEMENT AND PERFORMANCE** **CHARITABLE ACTIVITIES**

##### **Deaf Sports Plus**

Funding from the City Bridge Trust has enabled us to develop our provision of sports activity for Deaf children and adults further. A part time co-ordinator (who is profoundly deaf) has been employed to create new networks and contacts to develop sustainable sports programmes for children and adults who are hearing impaired / deaf. We have set up a regular football session for children and adults, delivered schools sport sessions and have developed a deaf awareness course for sports organisations designed to support them with communicating more effectively with deaf people. A bespoke deaf sport page is available on our website with sign video communication.

##### **EDUCATION**

##### **Griffin Park Learning Zone**

Following work with a number of successful cohorts, LBH renewed funding for the Families First Programme with GPLZ staff working with challenging young people to improve attitude and school attendance (£30,000).

Short Breaks funding (£15,000) continued for a further year with an additional £2,000 allocated to GPLZ for members of the Short Breaks press team to carry out a consultation project for young people with disabilities in Hounslow.

Another successful summer saw growth in income through an additional school transition programme with Brentford School for Girls (£8,000) which was run alongside Chiswick School (£4,000) and LBH Play Team (£2,500).

The Danny Fullbrook Fearless Foundation extended funding for a further year (£10,000) enabling over 600 children to participate in a 'fearless' Journalism project, with the winner receiving exclusive access to the Charity Shield press room and meeting the Chelsea squad.

Premier League Charitable Fund contributed £5,000, disseminated from BFCCST School's budget, for primary school enrichment workshops which saw ex-boxing professional Ollie Wilson facilitate boxing fitness sessions in schools, encouraging messages of respect and positive attitude.

With Ferrero moving its HQ to Greenford, the Trust (in partnership with the EFLT) joined its flagship +Sport Move & Learn project which saw funding allocated between GPLZ & School budget, creating a new Health Officer post to successfully coordinate exciting healthy lifestyle workshops within 38 primary schools across Ealing, Hounslow & Hillingdon.

Brighter Futures - Commissioned by Ealing Council to provide a range of positive activities and mentoring intervention. Working alongside staff from 'Safe Team' who refer children in & on the edge of care to GPLZ for activities. Funding (33k) runs between Sept 2015 - Sept 2016 and GPLZ are well placed to reach the target to work with 100 young people and their families across Ealing.

Griffin Park Learning Zone will continue to expand its education reach within the local community, concentrating on building the partnership with Hounslow Adult Community Education to offer a range of free adult education courses and also build on the exciting Ealing Brighter Futures project.

##### **Post 16 Education**

##### **Futsal BTEC**

13 Futsal students are all on track to complete their BTEC Level 3 qualification. 6 students have secured university places, 1 a Foundation Degree place, 3 apprenticeships, 3 looking at other forms of Further Education and 1 going straight into coaching employment. All students have volunteered on Trust Projects including school based sports sessions and workshops, curricular and extra-curricular events and competitions. Three of the scholars were selected for the FA Futsal Centre of Excellence.

A reduction in the number of hours allocated to the Futsal project by members of the Project Management Team has seen a reduction in the cost of the project compared to the previous year.

##### **Foundation Degree**

The FD students have all completed the first year of the course in conjunction with The EFLT/University of South Wales. All students have passed the first year. They completed a residential at USW in February where they received a glowing report. The feedback from USW is that they are all model students.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **ACHIEVEMENT AND PERFORMANCE** **CHARITABLE ACTIVITIES** **SOCIAL INCLUSION**

The Trust operates a range of youth inclusion projects using the power of football and other sports to engage with young people on different housing estates across the boroughs of Hounslow & Ealing. In 2016 this provision has extended to locations in Spelthorne and Hillingdon utilising other funding streams.

##### **Premier League Kicks (Hounslow & Ealing)**

PL Kicks is the largest inclusion project that BFC CST offers and forms part of a national initiative supported by the Premier League, using the power of football to engage young people across Hounslow and Ealing boroughs. Additional funding from the Heathrow Community Fund has enabled us to expand our project into Hillingdon (Honeywell Estate) and Spelthorne (Stanwell Estate.) The project delivers weekly sports sessions, regular workshops, encourages volunteering, helps provide selected young people with qualifications and provides diversionary activity for young people aimed at reducing anti-social behaviour/crime.

##### **Premier League Kicks - MOPAC Ealing**

Brentford FC CST receives funding from the London Mayor's Office for Policing and Crime (MOPAC) for Ealing borough to work with young people who are at risk of committing crime, being in gang's or becoming Not In Education, Employment or Training (NEET). We have worked especially hard to build upon the partnerships we have made over the years, developing a strong partnership with Ealing Alternative Provision (EAP, Pupil Referral Unit), Ealing Youth Service (EYS) and Ealing Youth Offending Team (EYOT). The partnership with EAP has allowed us to work with some of the most at risk young people in Ealing delivering in-house tournaments, PE delivery and we have even helped moderate their PE GCSE. The partnerships with EYS/EYOT have ensured we have a constant flow of referrals attending our sessions with particular focus on encouraging participants to attend the weekly Friday evening session based in Acton.

##### **Street Sports - Hounslow**

Street Sports is a Hounslow based inclusion project that complements the Premier League Kicks programme, enabling participants from both projects to access all weekly sessions along with local or national tournaments. The project initially started in 2010 in partnership with Hounslow Housing (formerly Hounslow Homes) and the partnership is likely to be continued 2016-17.

The project uses football, youth clubs and multi-sports to engage young people from the Hounslow borough in positive activity. The targeted areas are Ivybridge (Isleworth), Heston Farm (Heston), Watermead Estate (Feltham), Harlech Gardens (Cranford), Redwood/Brabazon Road Estates (Cranford), Brent Lea and Syon (Brentford) and Cranford Community College (Hounslow/Southall).

##### **Southall Synergy**

The Trust joined the Southall Synergy partnership in 2014 alongside London Tigers, Queens Park Rangers Community Trust, London Borough of Ealing, Southall Community Alliance, Kick It Out and Middlesex Cricket to deliver a new programme of engagement Spikes Bridge Park sports facility in Southall. Funded by Sport England for 3 years, the project is a community-based sports inclusion initiative for young people and their families in West London focused on generating coaching and volunteering opportunities for people looking for a route into sport. Along with running weekly sessions and identifying future players/coaches, the project delivers educational workshops and tournaments throughout the year.

##### **A2 Dominion (Ealing)**

The Trust continued to work in partnership with housing provider A2 Dominion to deliver sports activity at 2 venues in Ealing - Toplocks, Southall and Green Man Lane, West Ealing. Funded by A2 to support activity for resident families within their housing communities, activity is aimed at young people aged 11-19 years of age. Year round weekly football sessions are complemented by tournaments, summer events and match day trips.

##### **Catalyst Housing (Ealing)**

BFC CST is developing its relationship with housing provider Catalyst Housing in 2 areas for the delivery of sports and youth clubs - Toplocks and Windmill Park estates, Southall.

##### **Heathrow Community Fund**

In 2015, BFC CST secured £21,750 of funding for additional youth engagement provision for communities near to Heathrow airport. Weekly provision is now taking place in Stanwell (Spelthorne) and West Drayton (Hillingdon) for young people aged 11-19 years.

##### **Motivate Hounslow**

Motivate Hounslow is a Sport England Lottery funded project that began in August 2014. It was conceived as a partnership between the Trust, Mo Farah Foundation, and Sport Impact with each organisation employing one of the Co-ordinators. However, Mo Farah decided to close his charity so the employment of the Co-ordinator based there, Kojo Sedefia, was transferred to the Trust.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **CHARITABLE ACTIVITIES**

The team have worked well together and the Year 1 target of engaging 1,050 unique participants aged 14-25 into the programme was exceeded in August 2015. They are also closing-in on the Year 2 target of 1,200 unique participants which they are likely to exceed in August 2016.

With the funding coming to a close in August 2017, sustainability planning has begun and the focus of the programme will shift in Year 3 from school-based extracurricular sessions to activities embedded in communities, particularly in hard-to-reach groups aged 18+. Each of the Co-ordinators will also be tasked with developing longer-term interventions where behaviour change outcomes can be demonstrated as this will align more closely with the future requirements of potential funding partners.

##### **Young Carers - Ealing**

During this past year, we have been recommissioned by Ealing Council to deliver their Young Carers Project for another 3 ½ years (£41,000 per annum). Young Carers are young people who are caring for someone in their family who has a disability, illness or affected by mental health difficulties or substance misuse. The project continues to grow year on year with around 160 young carers between the ages of 8 and 18 years currently engaged. Referrals are taken from Social Services, Schools, SAFE team, Medical teams and self/family referrals.

##### **Youth Mentoring**

This Project aims to recruit volunteer mentors from the local community to support young people who are known to the Youth Offending Services in Ealing and Hounslow. We aim to reduce offending by inspiring them to gain further education, employment or training and by linking them to local positive activities. Both programmes are funded by MOPAC with Ealing also funded by Ealing Children's service. The sessions are predominantly 1 to 1 in nature, providing the young person an opportunity to discuss any difficulties they are facing and to learn techniques to build resilience against their offending behaviour. An alteration to the funding in Ealing next year, means that we will also recruit and support volunteers to assist in the Referral Order Panel process.

#### **HEALTH**

##### **Healthy Lifestyles**

Healthy Lifestyles became a new focus area in 2015-2016 with the launch of fanActiv, an innovative weight management programme for football fans. fanActiv was funded by NHS Healthy London Partnership and Involved Brentford FCCST, Fulham FC Foundation, and Tottenham Hotspur Foundation. Other partners included Kingston University, who assured ethical approval and undertook monitoring and evaluation, and Fitbit who provided activity tracking devices.

Each Club was allocated the target of attracting 30 participants and could promote and deliver their 12-week programme as they saw fit. At the Trust we partnered with Hounslow and Richmond Community Healthcare NHS Trust (HRCH) on referrals. HRCH also provided a dietician to take the weekly education sessions.

The results can be summarised as:

- 30 men aged 40 - 85 joined in either week 1 or week 2.
- 50% through Trust and Club publicity, 50% through GP referral
- All overweight and inactive
- 12 weekly sessions of diet workshops and exercise
- All also received a Fitbit to motivate them to increase everyday activity
- 25 completed the 12 weeks. This is significantly higher than similar programmes.
- 21 lost weight.
- The average weight loss across the group was 3.7kg (8.1lbs).
- The biggest weight loss was 16.7kg (36.7lbs).
- The increase in average daily steps across the group (as measured on the Fitbit) was from 8,000 in week 1 to 12,000 in week 12.

Questionnaires on diet and levels of exercise were taken in weeks 1 and 12 and were analysed by Kingston University.

The BFCCST group also organised their own 5-a-side and had a match against the Fulham group. These matches have continued post-programme.

Recommissioning of fanActiv looks likely and local delivery may be expanded through Borough-specific funding.

The Healthy Lifestyles area expanded at the beginning of 2016 when the Trust won the contract to provide physical activity sessions for the Hounslow Public Health commission in child weight management. This is a three-year contract with an annual target of having 300 children aged 5-19 complete an 8-week course.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **ACHIEVEMENT AND PERFORMANCE** **CHARITABLE ACTIVITIES**

##### **Women Active**

This is a Sport England funded programme which is managed by St Marys University and Hounslow Council. In our final year of funding we have developed a number of new programmes to support women who are currently inactive. This includes Boxercise and Table Tennis alongside our regular Yoga and Running Clubs all of which proved popular and we are aiming to sustain a number of these at the end of the project.

##### **Female Football Development Programme**

This project is funded by the Football League Trust to engage and retain women and girls above the age of 14 in football and has been funded by the English Football League Trust. £13,000 was agreed for the first three years with additional funding being agreed following the Trust achieving its target, £1,250 in year 1 and £2,500 in year 2. The project will continue into its fourth year with £16,000 to be funded by the Premier League from Sept 16-July 17. The Trust has engaged a total of 1,500 new participants since the project began.

##### **Extra Time**

Originally established utilising Football League funding in 2011, BFCST continues to support a regular active group of 16 senior citizens hosted at Griffin Park. Activities include 'thera-band' exercises to improve strength and endurance, dance, chair exercises and table tennis. We employ a retired physiotherapist as the fitness instructor who delivers the sessions in keeping with the attendees' health and ability levels.

#### **OTHER PROGRAMMES**

##### **Brentford Boating Arch**

We continue to work with a number of partners at the arch in mainly a facilitation role, with specialist activities delivered by our partner club and organisations. We are reviewing our strategic approach across the Trust and considering our position once the new stadium is open, with the arches proximity being even closer.

##### **Brentford Women and Girls Football**

The Brentford Women and Girls Football Club (Est. 1991) is an FA Charter Standard club that has been competing for 25 years with 40 registered players.

The first team competed in the Greater London Premier Division but were relegated to Division 1. The U16 Girls team finished 5th in the Capital Girls League.

In 2016/2017 BWFC plans to run a Development team instead of a youth team. This year the Ladies team played a match at Griffin Park immediately after the BFC men's first team game v Fulham on the 30th April 2016 with a crowd of 150 people in attendance.

##### **Brentford FC Match Day**

BFC allocated 4 Championship matches during the course of the season as 'community games.' Two games included cash back offers with a revenue split of 70/30%. Whilst 70% of sales was retained by BFC CST, 30% of sales were returned to participating groups to reinvest in their grass roots activities.

A third match was allocated as a 'Primary schools day' with reduced priced tickets available designed to stimulate interest in the club.

The fourth match saw BFC CST and BFC work in partnership to deliver the annual 'Fanzone' ahead of the BFC v Bristol City match at Griffin Park. Located at Waterman's Park & Arts Centre in Brentford, the event was attended by 300 participants who enjoyed reduced priced tickets and access to a family sports and activity day including face painting, player appearances, boxing, football & multi-sports.

The attendance for the four community games over the season was 2,458.

##### **Matchday - Ballboys, Mascots, Pre-match & Half-time activity**

The Trust allocates a Match-day officer to manage community activity for home games. The officer undertakes the coordination of the ball boys, ensuring they are professional & proficient within their roles.

The role also includes responsibility for marketing and coordinating the popular BFC Mascot package with BFC CST recording 84 bookings during the 2015-2016 season. This revenue is retained by BFC CST.

The officer also manages 9 match day volunteers & coordinates half time activity such as penalty shoot-outs, small sided games or presentations for visiting community groups. This season, 245 participants took part over 20 games.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **CHARITABLE ACTIVITIES**

The Match-day officer also coordinates the BFC match day mascots - Buzz Bee and Buzzette - who entertain the crowd, visiting all sections of the stadium including the Family Area & Guest lounges to ensure supporters feel welcome and enjoy their 'Brentford experience'.

##### **Brentford Challenge**

Participation at the event grew again this year with very good attendance levels for the u8s football competition; 1km and 5km races (junior & adult); paddleboarding at Brentford Lock and the Family Day. We continue to work in partnership with Syon Park & Brentford Lock West to deliver the event for the community.

##### **Brentford News**

Brentford FCCST continues to develop the Brentford News magazine. Originally launched Christmas 2014 and reaching 25,000 homes locally, the magazine has been funded by Brentford FC with the latest edition produced winter 2015. The magazine is designed and produced by Brentford FC CST's Communications Department in partnership with the media and marketing department at Brentford FC.

#### **VOLUNTEERS**

##### **Volunteer Programme**

New volunteers are being continuously recruited throughout the year across a range of different areas, including the Disability Programme, the Football Development Centres, and the Schools and Holiday programme. New volunteers are encouraged to attend a quarterly Volunteer meeting at Griffin Park, during which they find out about Trust projects and the range of work that we deliver. We currently have 15 volunteers that volunteer on a regular basis aged 14 to adult. Where possible, the Trust refers volunteers onto training and qualification opportunities, in order to maximise the value of their work for the Trust.

#### **QUALITY ASSURANCE**

##### **Quality Assurance**

The observation and evaluation of BFCST coaching performance across all activities has continued with coaches assessed by senior staff and key stakeholders. The BFC CST staff performance management system is now in full operation with support from our HR specialists, Bespoke HR.

Full and part-time contracted BFC CST coaching staff have undertaken the new Football Association approved Association for Physical Education (AFPE) Level 3 qualification, designed to help improve their lesson content in school sport throughout the year. 11 coaching staff have now completed this qualification.

##### **Investment performance**

The Trust keeps its reserves as cash on deposit in a high interest account. Interest rates and balances are monitored to ensure the Trust receives a competitive rate of interest while keeping reserves liquid and risk-free.

#### **FINANCIAL REVIEW**

##### **Reserves policy**

The Financial Committee aims to keep reserves equal to 3 months' operating expenses, which is currently estimated to be in the region of £350,000. General unrestricted reserves at 31 March 2016 were £295,735. Plus a surplus of £10,968 in restricted funds and an additional £29,575 relating to fixed assets. This latter is not readily convertible into cash and therefore not available to fund the charity's activities.

##### **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.

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2016**

#### **FINANCIAL REVIEW**

##### **Funds in deficit**

3 out of 22 projects are in deficit at the end of the year. -

GPLZ - (£1,015) a slight deficit was due to planned projects not receiving the funds expected and also a reduction in school spending for out of hours education.

- Young Carers - (£2,847) a reduction in commissioned funding and a harder than anticipated market to obtain additional small grants resulted in a small deficit for the year.

- Street Sports - (£1,177) higher facility hire charges have been addressed and a break-even budget is forecast by the end of funding period (September 2016).

##### **Principal funding sources**

We have balanced funding from a range of sources to spread financial risk. We maintain our core team of coaches through an infrastructure of curricular and extra-curricular physical activity programmes in schools. We have also achieved some commissioning of specialist services such as mentoring for young offenders, young carers, short breaks for young people with disabilities and working on the troubled families agenda and most recently health from the Local Authorities of Ealing and Hounslow. There are some central programmes where we receive funding from The Premier League Charitable Fund or The English Football League Trust. In these cases the two agencies usually link with other organisations e.g. MOPAC in the case of London KICKS. We receive some core funding from Brentford FC and The English Football League Trust and also aim to engage with local businesses to form partnerships. We also work with other organisations and agencies, building partnerships to tackle specific project areas. We have achieved funding for recent projects from organisations such as Sport England for our partnership work.

##### **Financial overview for the year ended 31st March 2016**

The year-end accounts for the year ended 31st March 2016 show a surplus of £12,777 compared to £63,294 in the audited accounts for the year ended 31st March 2015.

The Trust produced a small surplus, but the financial performance is stronger when the fact that a 5% performance bonus for full time and contracted staff for 2014-15 was included in the 2016 accounts. Our reserves are good and our funding pipeline is healthy which has produced a strong cash-flow. We are pushing forward in our key focus areas from a strong infrastructure which in turn instils confidence in our relationship with partner organisations.

##### **FUTURE DEVELOPMENTS**

We continue to base our work around key themes, Health, Inclusion, Disability, Education and Employment and Community Cohesion. We use sport as a catalyst to create engagement and aim to create exciting projects that capture the imagination. Moving forward we plan to take a major role in the regeneration of sports facilities and the community sport offer at Gunnersbury Park with the aim of creating a sports and training hub that will help to develop a new generation of multi-sport coaches. We continue to develop new projects whilst maintaining our core offer, there is no shortage of demand for our services. The problem that we face is pressure on our core management function as margins in our project work are very small. We have identified the need to create more unrestricted funding that will support the core and help to build capacity going forward. Consequently we are developing a new post with the specific aim of developing new strands of unrestricted funding. We have applied for some start-up funding support for the role and will fund part of the post through Trust reserves in the first year.

**Brentford FC Community Sports Trust**

**Report of the Trustees**  
**for the Year Ended 31 March 2016**

**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 ..... *21/9/2016* ..... and signed on its behalf by:

  
.....  
Ian Dobie - Trustee



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

We have audited the financial statements of Brentford FC Community Sports Trust for the year ended 31 March 2016 on pages seventeen to twenty six. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective January 2015) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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.

**Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of Trustees Responsibilities set out on page fourteen, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Strategic Report and the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

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 2016 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 applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Strategic Report and Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.



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

Date: 14 October 2016

**Brentford FC Community Sports Trust**

**Statement of Financial Activities**  
**for the Year Ended 31 March 2016**

		Unrestricted funds	Restricted funds	31.3.16 Total funds	31.3.15 Total funds
	Notes	£	£	£	£
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds</b>					
Voluntary Income	2	219,591	721,667	941,258	945,968
Investment income	3	159	-	159	335
<b>Incoming resources from charitable activities</b>					
Disabilities	4	-	5,683	5,683	4,954
Education and employment		-	21,868	21,868	4,213
Sports participation		534,327	12,296	546,623	505,524
Social Inclusion		-	863	863	564
Health		-	5,203	5,203	3,066
<b>Total Incoming resources</b>		<b>754,077</b>	<b>767,580</b>	<b>1,521,657</b>	<b>1,464,624</b>
<b>RESOURCES EXPENDED</b>					
<b>Charitable activities</b>					
Core	5	199,086	-	199,086	175,869
Disabilities		-	160,865	160,865	152,228
Education and employment		-	125,923	125,923	114,493
Sports participation		519,264	34,306	553,570	526,229
Social Inclusion		3,580	338,956	342,536	335,843
Health		1,146	54,620	55,766	33,101
Governance costs	7	15,924	55,210	71,134	63,567
<b>Total resources expended</b>		<b>739,000</b>	<b>769,880</b>	<b>1,508,880</b>	<b>1,401,330</b>
<b>NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS</b>					
		15,077	(2,300)	12,777	63,294
Gross transfers between funds	15	(56,045)	56,045	-	-
Net incoming/(outgoing) resources		(40,968)	53,745	12,777	63,294
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		362,528	(39,027)	323,501	260,207
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>321,560</b>	<b>14,718</b>	<b>336,278</b>	<b>323,501</b>

The notes form part of these financial statements

**Brentford FC Community Sports Trust (Registered number: 05602833)**

**Balance Sheet**

**At 31 March 2016**

		Unrestricted funds	Restricted funds	31.3.16 Total funds	31.3.15 Total funds
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	11	29,575	-	29,575	46,286
<b>CURRENT ASSETS</b>					
Debtors	12	134,414	102,430	236,844	177,549
Cash at bank		<u>378,141</u>	<u>108,204</u>	<u>486,345</u>	<u>422,764</u>
		512,555	210,634	723,189	600,313
<b>CREDITORS</b>					
Amounts falling due within one year	13	(220,570)	(195,916)	(416,486)	(323,098)
<b>NET CURRENT ASSETS</b>		<u>291,985</u>	<u>14,718</u>	<u>306,703</u>	<u>277,215</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>321,560</u>	<u>14,718</u>	<u>336,278</u>	<u>323,501</u>
<b>NET ASSETS</b>		<u>321,560</u>	<u>14,718</u>	<u>336,278</u>	<u>323,501</u>
<b>FUNDS</b>	15				
Unrestricted funds				321,560	362,528
Restricted funds				<u>14,718</u>	<u>(39,027)</u>
<b>TOTAL FUNDS</b>				<u>336,278</u>	<u>323,501</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

The financial statements were approved by the Board of Trustees on 21/9/2016 and were signed on its behalf by:

  
 .....  
 Stephen Gibson Callen -Trustee

The notes form part of these financial statements

## **Brentford FC Community Sports Trust**

### **Notes to the Financial Statements** **for the Year Ended 31 March 2016**

#### **1. ACCOUNTING POLICIES**

##### **Accounting convention**

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

##### **Incoming resources**

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources for which the related expenditure has not been incurred are carried forward as reserves. Income is split into the activity category in which the money will be spent.

##### **Resources expended**

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.

##### **Governance costs**

Governance costs relate to the general running of the charity, which provides the infrastructure for the charity to operate and to generate the information required for public accountability.

##### **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.

##### **Pension costs and other post-retirement benefits**

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.

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**1. ACCOUNTING POLICIES - continued**

**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.

**2. VOLUNTARY INCOME**

	31.3.16	31.3.15
	£	£
Donations	103,557	138,151
Grants and project funding	801,622	777,751
Other income	36,079	30,066
	<u>941,258</u>	<u>945,968</u>

Grants received, included in the above, are as follows:

	31.3.16	31.3.15
	£	£
Core	75,900	65,134
Sports participation		
Disabilities	128,052	61,432
Health	170,254	155,280
Social Inclusion	47,057	38,586
Education	269,367	364,315
	<u>110,992</u>	<u>93,004</u>
	<u>801,622</u>	<u>777,751</u>

**3. INVESTMENT INCOME**

	31.3.16	31.3.15
	£	£
Interest receivable	159	335

**4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	Activity	31.3.16	31.3.15
		£	£
Coaching fees, match day			
Income and education courses	Disabilities	5,683	4,954
	Education and employment	21,868	4,213
	Sports participation	546,623	505,524
	Social Inclusion	863	564
	Health	5,203	3,066
		<u>580,240</u>	<u>518,321</u>

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**5. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Support costs (See note 6)	Totals
	£	£	£
Core	91,485	107,601	199,086
Disabilities	138,619	22,246	160,865
Education and employment	114,916	11,007	125,923
Sports participation	496,821	56,749	553,570
Social Inclusion	269,537	72,999	342,536
Health	43,175	12,591	55,766
	<u>1,154,553</u>	<u>283,193</u>	<u>1,437,746</u>

**6. SUPPORT COSTS**

	Management
	£
Core	107,601
Disabilities	22,246
Education and employment	11,007
Sports participation	56,749
Social Inclusion	72,999
Health	12,591
	<u>283,193</u>

**7. GOVERNANCE COSTS**

	31.3.16	31.3.15
	£	£
Staff costs	55,041	42,563
Professional fees	5,809	11,197
Meetings	4,124	3,514
Auditors' remuneration	5,700	5,700
Bank charges and interest	460	593
Sundry	-	-
	<u>71,134</u>	<u>63,567</u>

**8. NET INCOMING/(OUTGOING) RESOURCES**

Net resources are stated after charging / (crediting):

	31.3.16	31.3.15
	£	£
Auditors' remuneration	5,700	5,700
Depreciation - owned assets	<u>23,909</u>	<u>22,371</u>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2016 nor for the year ended 31 March 2015.

**Trustees' expenses**

During the year ended 31 March 2016 the trustee Eileen Da Souza claimed travel expenses totalling £416 (2015 - £617) relating to her voluntary work at the Trust's premises.

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2016**

**10. STAFF COSTS**

	31.3.16	31.3.15
	£	£
Wages and salaries	965,155	897,592
Social security costs	79,531	74,412
Other pension costs	28,190	21,668
	<u>1,072,876</u>	<u>993,672</u>

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

	31.3.16	31.3.15
Permanent staff	31	30
Casual coaches	29	27
	<u>60</u>	<u>57</u>

The number of employees whose emoluments fell within the following bands was:

	31.3.16	31.3.15
£60,001 - £70,000	1	1

**11. TANGIBLE FIXED ASSETS**

	Sports equipment £	Motor vehicles £	Office equipment £	Totals £
<b>COST</b>				
At 1 April 2015	49,004	53,897	74,569	177,470
Additions	2,325	-	4,873	7,198
Disposals	-	-	(7,014)	(7,014)
At 31 March 2016	<u>51,329</u>	<u>53,897</u>	<u>72,428</u>	<u>177,654</u>
<b>DEPRECIATION</b>				
At 1 April 2015	41,587	29,293	60,304	131,184
Charge for year	6,683	6,151	11,075	23,909
Eliminated on disposal	-	-	(7,014)	(7,014)
At 31 March 2016	<u>48,270</u>	<u>35,444</u>	<u>64,365</u>	<u>148,079</u>
<b>NET BOOK VALUE</b>				
At 31 March 2016	<u>3,059</u>	<u>18,453</u>	<u>8,063</u>	<u>29,575</u>
At 31 March 2015	<u>7,417</u>	<u>24,604</u>	<u>14,265</u>	<u>46,286</u>

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.16	31.3.15
	£	£
Trade debtors	121,733	103,467
Other debtors	3,729	4,413
Prepayments and accrued income	111,382	69,669
	<u>236,844</u>	<u>177,549</u>



**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2016**

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.16	31.3.15
	£	£
Bank loans and overdrafts	105,377	99,719
Trade creditors	34,760	24,622
Social security and other taxes	22,326	21,728
Other creditors	-	3,037
Accruals and deferred income	<u>254,023</u>	<u>173,992</u>
	<u>416,486</u>	<u>323,098</u>

**14. OPERATING LEASE COMMITMENTS**

The following operating lease payments are committed to be paid within one year:

	31.3.16	31.3.15
	£	£
Expiring:		
Within one year	52,000	-
Between one and five years	<u>8,190</u>	<u>52,000</u>
	<u>60,190</u>	<u>52,000</u>

**15. MOVEMENT IN FUNDS**

	At 1.4.15 £	Net movement in funds £	Transfers between funds £	At 31.3.16 £
<b>Unrestricted funds</b>				
General Fund	269,117	1,956	(19,213)	251,860
Income Generation - Schools	-	9,476	(9,476)	-
Income Generation - Match Days	-	2,434	(2,434)	-
Brentford Challenge 2015	-	(936)	936	-
Social Inclusion	47,125	1,426	(8,426)	40,125
Extra Time	-	721	(721)	-
Fixed Assets	<u>46,286</u>	<u>-</u>	<u>(16,711)</u>	<u>29,575</u>
	362,528	15,077	(56,045)	321,560
<b>Restricted funds</b>				
Paddle Brentford	(17,751)	(846)	18,597	-
Disabilities	(6,079)	8,728	-	2,649
GP Learning Zone	(4,328)	3,313	-	(1,015)
Young Carers	2,370	(5,217)	-	(2,847)
Kicks	(3,910)	7,995	-	4,085
Mentoring Ealing	1,516	923	(2,439)	-
Mentoring Hounslow	(1,930)	2,423	-	493
Mentoring Out of Court (prev 5-11 year olds)	2,808	(3,463)	2,439	1,784
Street Sports	4,306	(5,483)	-	(1,177)
Women Active (prev Fashionably Fit)	6,352	(755)	-	5,597
Women and Girls Football	1,335	(160)	-	1,175
Post 16 Education	(21,577)	(3,695)	25,272	-
Motivate Hounslow	(2,139)	(6,287)	8,426	-
Brighter Futures	-	3,450	-	3,450
Healthy Lifestyles	<u>-</u>	<u>(3,226)</u>	<u>3,750</u>	<u>524</u>
	(39,027)	(2,300)	56,045	14,718
<b>TOTAL FUNDS</b>	<u>323,501</u>	<u>12,777</u>	<u>-</u>	<u>336,278</u>

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**15. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General Fund	182,847	(180,891)	1,956
Income Generation - Schools	512,120	(502,644)	9,476
Income Generation - Match Days	41,464	(39,030)	2,434
Brentford Challenge 2015	11,837	(12,773)	(936)
Social Inclusion	3,942	(2,516)	1,426
Extra Time	1,867	(1,146)	721
	<u>754,077</u>	<u>(739,000)</u>	<u>15,077</u>
<b>Restricted funds</b>			
Paddle Brentford	36,356	(37,202)	(846)
Disabilities	176,602	(167,874)	8,728
GP Learning Zone	102,469	(99,156)	3,313
Young Carers	46,242	(51,459)	(5,217)
Kicks	92,142	(84,147)	7,995
Mentoring Ealing	10,654	(9,731)	923
Mentoring Hounslow	50,550	(48,127)	2,423
Mentoring Out of Court (prev 5-11 year olds)	27,375	(30,838)	(3,463)
Street Sports	51,013	(56,496)	(5,483)
Women Active (prev Fashionably Fit)	24,789	(25,544)	(755)
Women and Girls Football	18,119	(18,279)	(160)
Post 16 Education	37,272	(40,967)	(3,695)
Motivate Hounslow	61,205	(67,492)	(6,287)
Brighter Futures	20,417	(16,967)	3,450
Healthy Lifestyles	12,375	(15,601)	(3,226)
	<u>767,580</u>	<u>(769,880)</u>	<u>(2,300)</u>
<b>TOTAL FUNDS</b>	<u><u>1,521,657</u></u>	<u><u>(1,508,880)</u></u>	<u><u>12,777</u></u>

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**15. MOVEMENT IN FUNDS - continued**

**General Fund** - the general fund represents unrestricted reserves and is used for core costs and to supplement underfunding on non-social inclusion projects.

**Income Generation (Schools, FDC, Holiday Courses)** - this represents approximately a third of our annual income and expenditure. The surplus of £9,476 has been transferred to the general fund.

**Income Generation (Matchdays)** - there is a surplus of £2,434 from matchday activity that has been transferred to the general fund.

**Brentford Challenge 2014** - the small deficit of £936 has been transferred to the general fund.

**Social Inclusion (Other)** - this fund represents unrestricted reserves and is used to supplement underfunding in social inclusion projects.

**Extra Time** - the small surplus of £721 has been transferred to the general fund.

**Fixed Assets** - the fixed asset reserve represents the net book value of the Trust's assets.

**Paddle Brentford** - the deficit of £18,597 has been transferred to the general fund.

**Disabilities** - a surplus of £2,649 has been carried over to 2016/17.

**Griffin Park Learning Zone** - a deficit of £1,015 has been carried over to 2016/17.

**Young Carers** - a deficit of £2,847 has been carried over to 2015/16 where additional funding is being sort.

**Kicks** - a surplus of £4,085 has been carried over to 2016/17.

**Mentoring (Ealing)** - the funding for this project ended in June 2015. The surplus of £2,439 has been transferred to the Out of Court Mentoring project (also funded by LB Ealing).

**Mentoring (Hounslow)** - a small surplus of £493 has been carried over to 2016/17.

**Mentoring (Out of Court)** - the surplus of £1,784 has been carried over to 2016/17.

**Street Sports** - the deficit of £1,177 has been carried over to 2016/17.

**Women Active** - the surplus of £5,597 has been carried over to 2016/17.

**Women & Girls Football Development** - the surplus of £1,175 has been carried over to 2016/17..

**Post 16 Education** - the deficit of £25,272 has been transferred to the general fund.

**Motivate Hounslow** - - the deficit of £8,426 has been transferred to the general fund.

**Brighter Futures** - the surplus of £3,450 has been carried over to 2016/17.

**Healthy Lifestyles** - the surplus of £524 has been carried over to 2016/17.

**16. 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 £23,401 (2015 - £21,668).

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**17. RELATED PARTY DISCLOSURES**

Donations received during the period included:

- £100,000 (2015 - £100,000) from Brentford Football Club Ltd, of which the trustee Donald Kerr is a director and with which the trustee Brian Burgess is associated.
- £16,000 (2015- £16,000) from St George West London Ltd, of which the trustee Ian Dobie was a director during the year.

- 1 day a week volunteer legal assistance from the trustee Eileen De Souza (not quantified in the accounts).

Charitable income during the period included:

- £1,340 (2015 - £15,186) from Brentford Football Club.

Charitable expenditure for the period included:

- £14,188 (2015 - ££9,840) paid to Brentford Football Club Ltd.

At the year-end Brentford Football Club owed Brentford FC Community Sports Trust £305 (2015 - £6,718) and Brentford FC Community Sports Trust owed Brentford Football Club £1,504 (2015 - £385)

**18. ULTIMATE CONTROLLING PARTY**

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

**19. PRIOR YEAR ADJUSTMENT- RECLASSIFICATION OF CHARITABLE ACTIVITIES**

During the year the classification of charitable activities was reviewed and amended to better represent the scope of programmes undertaken.

**Brentford FC Community Sports Trust****Detailed Statement of Financial Activities**  
**for the Year Ended 31 March 2016**

	31.3.16 £	31.3.15 £
<b>INCOMING RESOURCES</b>		
<b>Voluntary income</b>		
Donations	103,557	138,151
Grants and project funding	801,622	777,751
Other income	<u>36,079</u>	<u>30,066</u>
	941,258	945,968
<b>Investment income</b>		
Interest receivable	159	335
<b>Incoming resources from charitable activities</b>		
Coaching fees, match day income and education courses	<u>580,240</u>	<u>518,321</u>
<b>Total incoming resources</b>	<b>1,521,657</b>	<b>1,464,624</b>
<b>RESOURCES EXPENDED</b>		
<b>Charitable activities</b>		
Wages	782,413	763,637
Social security	59,430	59,677
Pensions	19,126	15,702
Premises costs	1,596	17,570
Other staff costs	65,245	45,311
Recruitment and training	8,624	4,905
Tour costs	-	3,218
Trophies	1,863	4,018
Sports and training requisites	19,898	17,585
Facilities hire	105,607	78,721
Equipment hire	6,473	880
Sundry purchases	17,288	30,194
Motor expenses	16,769	20,593
Travelling expenses	9,953	11,698
Marketing	17,771	9,916
Clothing	9,663	4,031
Depreciation of tangible fixed assets	<u>12,834</u>	<u>14,303</u>
	1,154,553	1,101,959
<b>Governance costs</b>		
Wages	47,450	36,692
Social security	5,219	4,036
Pensions	2,372	1,835
Professional fees	5,809	11,197
Meetings	4,124	3,514
Auditors' remuneration	5,700	5,700
Bank charges and interest	460	593
Sundry	<u>-</u>	<u>-</u>
	71,134	63,567
<b>Support costs</b>		

This page does not form part of the statutory financial statements

**Brentford FC Community Sports Trust**

**Detailed Statement of Financial Activities**  
**for the Year Ended 31 March 2016**

	31.3.16	31.3.15
	£	£
Management		
Wages	135,292	97,263
Social security	14,882	10,699
Pensions	6,692	4,131
Premises costs	68,873	66,822
Insurance	4,224	3,437
Telephone, computer & internet	29,752	29,131
Postage and stationery	7,810	7,493
Sundries	4,593	8,760
Depreciation of tangible and heritage assets	11,075	8,068
	<u>283,193</u>	<u>235,804</u>
Total resources expended	1,508,880	1,401,330
	<u>                    </u>	<u>                    </u>
Net income	<u>12,777</u>	<u>63,294</u>

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