

Strategic Report, Report of the Trustees and  
Financial Statements for the Year Ended 31 March 2018  
for  
Brentford FC Community Sports Trust

**Brentford FC Community Sports Trust**

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**for the Year Ended 31 March 2018**

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**Strategic Report**  
**for the Year Ended 31 March 2018**

**Introduction**

BFCCST has continued to grow and develop its activities and staff whilst looking forward to exciting new facilities and opportunities that will help the organisation to expand its current provision and develop innovative new partnerships and community activities. The project overview following this introduction demonstrates that the Trust are working with thousands of people of all ages and abilities in our surrounding communities with the aim of improving health and opportunity.

The income for 2017-18 is £1,931,250, demonstrating an 8.15% increase on the previous financial year, despite a reduction in commissioned services and some projects only receiving regular short-term funding confirmation (6 months to 1 year.)

BFCCST also appointed a Senior Safeguarding Officer to support the Designated Safeguarding Officer, establish a strong link with local safeguarding bodies and improve in-house training for our staff.

BFCCST has increased the number of contracted staff, with 39 permanent staff and a bank of 40 casual staff.

Time and investment has been spent on working with Brentford Football Club to secure the following new facilities that will help shape the future growth of the organisation:

- Negotiating a lease agreement with Uxbridge High School and Brentford Football Club for the former BFC Academy Dome in Hillingdon (due Sept 2018).
- Becoming a strategic partner in the 14million sports hub under construction at Gunnersbury Park (due June 2019).
- BFCCST offices and Education facilities at Brentford Community Stadium (due December 2019)

**1) Quest for Sports Development assessment**

In May 2017 the Trust undertook its second Quest assessment, having scored "Very Good" on the initial assessment 2016.

In the 12 months between the assessments the Trust worked through a Service Improvement Plan provided by the Quest team. The following recommendations were acted upon:

- Undertake a Theory of Change review of the Trust's strategic outcomes
  - > A Theory of Change workshop for staff and Trustees was run by Substance and a new model was adopted
- Develop a new Trust strategy
  - > The strategy for 2017-2020 was published
- Improve the promotion of the Trust's success stories
  - > The area was reorganised, and a new Communications and Marketing team was put in place following the departure of the Trust's Media Manager.
  - > A freelance communications expert was commissioned to review the Trust's external-facing output and a new Communications Plan was written prior to the appointment of a Communications Manager.
  - > The Trust's brand identity had a brand refresh so that it better reflected the Trust's areas of work while still linking closely with Brentford FC.

The result of these actions was a score of "Excellent" in the May 2017 QUEST reassessment. The Trust is one of very few organisations that have achieved this outcome.

**2) Business planning**

In early 2018 the Trust finalised a new business plan with KPIs in nine business areas. The overarching drivers of the Plan are growth of the business alongside better measurement and evaluation of output and better internal communications. It is monitored quarterly by the Senior Leadership Team.

**3) GSK Kings Fund IMPACT Awards**

This was ostensibly an assessment of the Trust's health programmes but was actually more of an evaluation of the Trust's governance, organisation, measurement and evaluation, and outcomes.

Of the 300 organisations who submitted an award application, the Trust was one of the 15 to be shortlisted. We were not chosen as one of the eight winners but were one of the seven runners up.

**4) Scores for Views benchmarking platform**

From early 2018 the Trust has been working with Substance on the development of an online measurement and evaluation platform, linked to Views, which will help us to monitor the progress of projects against internally and externally driven targets, as well as benchmarking this performance against similar community organisations in the UK.

The result of this initiative will include, increased accountability, better cross-department working, and improved internal communications.

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**Strategic Report**

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We are planning that Scores will be fully implemented across the Trust by the end of the year.

In summary we are increasing our reach through sessions but have ensured that we have a focused strategic approach. We are continually working on improvement of all parts of the Trust through governance to delivery. We are encouraging cross-discipline working through departments in the knowledge that our work is multi-faceted with cross-cutting themes.

Whilst we see governance and staff as part of the bedrock of the Trust we have also been working for a considerable period with a view to developing and operating improved facilities and we can now see our long-term plans coming to fruition. We are aware that our organisation needs to respond to new opportunities and are ensuring that we are ready to respond positively to the challenge.

Approved by order of the board of trustees on 27/09/18 and signed on its behalf by:



Trustee

## **Brentford FC Community Sports Trust**

### **Report of the Trustees** **for the Year Ended 31 March 2018**

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 2018. The trustees have adopted the provisions of 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 2015).

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

#### **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**

BFCCST provides a wide variety of opportunities throughout the year, designed to engage the local community in sports and education activities. A range of core provision is offered in the London boroughs of Hounslow, Ealing & Richmond, with provision gradually expanding into Hillingdon & Spelthorne.

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 BFCCST will undertake. The objectives and aims of BFCCST are covered in more detail in this report.

BFCCST provides its surrounding communities with a range of free and affordable opportunities to participate in sport, leisure and education, promoting inclusion and opportunity for all who wish to take part. In addition BFCCST 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 BFCCST. Within the various work areas, volunteers have been recruited to assist in coaching, administration, governance, direction and organisation. No trustee receives any remuneration for their services. Volunteers range in age from 14 to adult. BFCCST has, in some cases, provided further training for volunteers and qualifications in sport and people management.

**Report of the Trustees**  
**for the Year Ended 31 March 2018**

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

Sports Participation is the unrestricted, income generating department for BFCCST. Comprising of school sport, football development & holiday provision, and a number of funded projects including Premier League Primary Stars & Female Football, the department generated a turnover of £ 579,524 in 2017-18. The department is core to our community work and enables us to employ a large, trained coaching workforce within a broad range of school and community settings.

**School Sport**

BFCCST currently works regularly throughout the academic year in 33 primary and secondary schools in Ealing, Hounslow, Richmond and Hillingdon, holding service level agreements for the delivery of Planning Preparation & Assessment time (PPA), Physical Education and Extra-curricular clubs.

BFCCST's extra-curricular sports sessions focus on developing key fundamental skills and movements, through a combination of technical practices and small sided games. Sports clubs include: Football, Rugby, Basketball, Netball, Hockey, Dodgeball, Athletics, Tennis, Dance, Gymnastics, Futsal, Gifted & Talented, Health & Fitness and Multi-skills.

BFCCST also delivers the following:

- Primary School tournaments on behalf of the English Football League
- Richmond Sports Development Football competitions for Schools (Boys & Girls)
- Trials, training sessions & team management for London Youth Games (Ealing, Hounslow and Richmond)

Other opportunities including funded programmes and competitions ensure that BFCCST has contact with in excess of 100 schools during the academic year.

**Premier League Charitable Fund**

BFCCST received £70,000 of funding from the Premier League Charitable Fund to offer a fourth year of sports engagement activity within primary school settings. This was an increase on the funding level from £ 50,000 in 2016-17.

The funding has supported BFCCST in developing its continued training and developments plans for staff. These include 3 observations a year as part of staff CPD training. Primary Stars includes curricular CPD provision for teachers, extra-curricular clubs, PSHE lessons and assemblies for primary aged children.

**Female Football Development Programme**

Aims to engage women and girls aged 11 years old and above in football and is funded by the Premier League Charitable Trust. £16k was agreed for the fifth year of the project and it will continue into its sixth year in 2018-19. BFCCST has engaged over 2000 new participants since the project began in 2012.

Scottish and Southern Energy (SSE) Wildcats Football Programme launched in 2017 as part of The FA's strategy to double participation for 5-11 years old girls. Funded by the Football Association, we have received £1800 to engage 60 girls who are new starters to game.

**Female Fitness and Exercise Programme**

Aims to engage Women and Girls (5years+) in physical activity on a regular basis. Funded by London Sport (London Mayor's Fund) and the English Football League Trust, £17K was agreed for the duration of the project from April 16 - October 17. The success of the programme led to BFCCST receiving a further £4K for additional provision. The project engaged over 1000 new participants, including participants with disabilities. The project ended in December 2017.

**Football Development Programme (Boys and Girls)**

BFCCST has operated a football development programme for 20 years providing a pathway from community activity to a structured football coaching programme. Promising footballers (boys and girls) are invited to attend our FDC programme operating across three venues (5 evenings) in Ealing and Richmond. This fulfils our aim of developing local talent and giving each participant the opportunity to reach their full potential.

Players are drawn in from the following areas:

- Organised open trials held during the school holidays
- Recommendations from BFCCST coaching staff via our extensive sports delivery programmes in schools and community settings

The FDC is a member of an Elite Match Programme with other professional football clubs to supplement the training sessions and several players have been signed by other professional clubs.

The Girls FDC has grown to over 100 participants and increased to two venues in Ealing and Richmond and a designated holiday match programme.

**Report of the Trustees**  
**for the Year Ended 31 March 2018**

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

The lease for the former BFC Academy dome located at Uxbridge High School is currently being negotiated. This forms part of BFCCST's strategic plan to increase its presence in the borough

**COMMUNITIES ENGAGEMENT**

In 2017-18, 1584 young people were engaged within regular diversionary activity across our Premier League Kicks, Hounslow Street Sports and A2 Dominion projects.

**Premier League Kicks (Core)**

PL Kicks is the largest project in the Communities Engagement department and forms part of a national project funded by the Premier League Charitable Fund. The project aims to engage young people aged 9-19 years in positive and constructive sessions, using the power of football to initially engage young people but also introduce them to educational workshops, volunteering and qualifications. The project has 2 key locations - Northolt (Ealing) and Feltham (Hounslow)

**Premier League Kicks (Discretionary)**

Having the PLK Discretionary fund has enabled us to continue to run sessions at Mulberry Green (Stanwell), West Thames college futsal sessions and fixtures and a Friday evening session at Beavers Estate (Hounslow).

**Street Sports - Hounslow**

Funded by Hounslow Housing (formerly Hounslow Homes) since 2010. This project is the second largest CE project and has weekly evening sessions at 7 locations in Hounslow determined in consultation with the housing provider, according to need.

**A2 Dominion (Ealing) & (Spelthorne)**

BFCCST continues to work closely with housing provider A2 Dominion on targeted intervention provision within Ealing & Spelthorne. Diversionary activities in both boroughs for young people age 9-19 years follow a similar model as the Kicks and Street Sports programmes.

**Be Inspired**

Funded by BBC Children in Need and an extension of the partnership with A2 Dominion, Be Inspired is a community cohesion and social inclusion sports programme, delivering football and multi-sports sessions in three key deprived areas in West London: Stanwell (Spelthorne), Ealing (Green Man Lane and Drayton Green) and Southall (Havelock and Toplocks Estate). Starting in April 2017, the project provides mentoring support to all its participants through qualified mentors and volunteers. Sports coaching qualifications and other volunteering opportunities are provided engaging with over 220 participants throughout Year 1 of the project.

**Motivate Hounslow**

A Sport England Lottery-funded project aimed at engaging 14 to 25-year-olds from the more deprived areas of Hounslow in physical activity. The headline 3-year target of engaging with 3,600 young people was achieved (3,629) and this was reported to Sport England who signed off the project as having been successfully completed.

The project ended in August 2017. There were three project coordinators for Motivate Hounslow whose contracts came to an end at that time. All were either redeployed within other BFCCST projects or opted to leave for alternative employment elsewhere.

Although funded by Sport England, the grant did not cover management costs for the Trust and was therefore run at a financial loss. However, the outputs of the project conferred significant benefits across the Trust, including 1,000 young participants from Hounslow's more deprived areas being added to the overall social value calculation for 2015-2016.

**INTERVENTION**

**Youth Mentoring**

The Hounslow Mentoring Project has continued to be delivered supporting young people connected to both the Hounslow Youth Offending Service and Families First Teams. Volunteers are trained and together with paid staff support young people in Hounslow to develop resilience, confidence and self-esteem through one to one support and small group work. Mentors have also supported young people on our estate-based programmes to access these positive activities. Support with access to training and employment skills is also offered.

**Uxbridge High School mentoring**

An Active Mentoring project has been piloted and delivered in Uxbridge High School and supports young people with a range of difficulties and challenges relating to their confidence and / or behaviour, through group sports and one to one mentoring work. Over 60 young people received support in 12-week programmes with a small group linked to the Satellite Programme receiving all year-round assistance.

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

**Ealing Young Carers**

This project is in the third year of a four-year funding programme and continues to support young people in their caring role. This can include caring for a family member with a disability, mental health issue, substance / alcohol issue or health problems. Many of the new referrals this year are from Social Care services and we now provide just under 200 young carers with opportunities for support. Small groups including swimming sessions and a drop in Youth Club are available, together with a homework club. A holiday programme including trips, events and activities continue to be popular. Support is also given to young people in schools through one to one support and small groups. Teachers are also encouraged to help with this work.

**Disability / Deaf Projects**

The Hounslow Short Breaks programmes continue to be delivered across the Hounslow Borough and includes Multi-Sport, Swimming, Athletics, Kayaking, Cycling and Deaf Specific programmes. Over 150 families are supported with respite time whilst their children / young people are involved in the programmes.

Our Deaf Sports Plus project has supported 150 deaf people in the last twelve months and has delivered school programmes, a women's activity and education programme, Deaf Awareness Courses, Children's Holiday Activities and Football Development programmes. We have also supported five deaf adults to volunteer with the Trust's programmes.

Our support for children with Social and Communication difficulties in Richmond continues to grow with around 40 children accessing the programmes this year. We will be growing and piloting this project in Hounslow in the next 12 months. This project is a partnership with Action-Attainment, Richmond.

**Get-Set employability skills programme**

Funded by the Fearless Foundation and Pathways Charities, this programme supports 30 young people already engaged in our Intervention programmes, to access further employability support. Using local businesses and supportive organisations, we offer opportunities for work visits, work experience and workshops helping young people understand their strengths and skills, supporting their employment prospects.

**HEALTH**

**Healthy Lifestyles**

In 2016-2017, Healthy Lifestyles strengthened across several areas. The Hounslow Child Weight Management again hit its target of engaging 300 families. This partnership with One You Hounslow was expanded to include adult work under the banner of Universal Physical Activity. The target was to engage 500 Hounslow residents over the age of 16 in physical activity. This was achieved. Both of these programmes were re-commissioned for 2017-2018.

The Healthy Lifestyles team took on further work in Hounslow through the Super Active Schools programme, commissioned as a pilot by Hounslow Council. This was planned and delivered in partnership with Sport Impact, who the Trust worked with on Motivate Hounslow. The main aim was to work with ten primary schools to gear them up for the anticipated doubling of the School Sports Premium from central government.

Schools were recruited, and the team worked with them to create whole-school physical activity policies and plans. The main focus for the Trust staff was to assist the schools in setting up a daily running programme for all children. Each school approached this differently, but overall, we can report that 4,000 children in Hounslow took part in the Daily Mile. The other key area for the Trust was to run a 10-week fun physical activity programme for the least active children in the school (as identified by the teachers). 150 children took part in this and schools reported considerable positive changes to attitudes to physical activity.

**fanACTIV**

A healthy lifestyles programme for overweight and/or inactive Brentford FC fans took place at the start of 2017 with 14 new participants joining the programme that was run in conjunction with eight other London football clubs. Thirteen men finished the 12-week course and on average they lost 5kg in bodyweight.

**EDUCATION- Griffin Park Learning Zone (GPLZ)**

**+Sport Move & Learn**

In partnership with EFLT and Ferrero this project saw us deliver healthy lifestyle classrooms lessons for all year 5 pupils (2700 children) from 45 primary schools across London Boroughs of Ealing, Hounslow and Hillingdon. No increase in funding from previous 2 years.

**Short Breaks**

**Report of the Trustees**  
**for the Year Ended 31 March 2018**

**ACHIEVEMENT AND PERFORMANCE**

**CHARITABLE ACTIVITIES**

Holiday and After School Education clubs for children with disabilities in Hounslow. Commissioned by Short Breaks Disability Team. Additional after school club(3.5k) was renewed for a further year.

**P100**

Continued to work with London Borough of Hounslow Education Welfare Service, who sent referrals from their Families First Programme (Troubled Families). Our interventions raised school attendance. Funding renewed each academic year and indications are this will continue next year.

**ADHD Summer**

Provided an interactive holiday programme of activities during the summer for Hounslow Play Team ADHD group. Included gaming, kayaking and multisport.

**Communities Engagement Estates Programme**

Designed and delivered an interactive holiday camp for targeted children on two estates in Hounslow utilising the GPLZ facility and stadium (800). Extended this to deliver an after-school club to reinforce and promote key health messages (700).

**Danny Fullbrook Fearless Foundation**

Successfully coordinated delivery of the school journalism competition across Ealing and Hounslow with over 800 children taking part. Additional funding from Fearless Foundation was used to create the Get Set Employment programme(£3k) working with referrals from P100 & BF providing additional advice surrounding education and work pathways.

**Focus40 - Primary Behaviour Programme**

Piloted a new Behaviour programme for primary children at risk of exclusion or those who struggle with managing behaviour in the class. Will be extended in September 2018 for Hounslow schools.

**Hounslow Junior Citizen Service**

Commissioned by London Borough of Hounslow Public Health team to design and coordinate delivery of health themed workshops for year 6 pupils as part of their transition to secondary school. Part of LBH Community Inclusion and Participation event for 1800 children.

**GPLZ After-school education clubs**

Continued to provide bespoke education workshops and after school clubs for participating schools to engage children who struggle in traditional education settings.

**Brighter Futures Programme**

Commissioned by London Borough of Ealing to provide a range of positive activities and mentoring interventions. Staff from Ealing 'Safe Team' refer young people in and on the edge of care to GPLZ for activities. Funding runs in line with the academic year and was reduced by 7k in September 2017 due to local authority budget cuts. GPLZ maintained high level of delivery for a reduced number of young people achieving positive programme outcomes and a small surplus.

**EDUCATION POST - 16**

**West Thames College**

BFCCST continues to work in partnership with West Thames College to deliver a combined education and sports programme for thirty-eight boys aged 16-18years. Inheriting the programme from the BFC Academy in 2016, BFCCST provides the football coaching element with a structured training programme and membership of a weekly 11-side college league. A BFCCST Head Coach and Assistant Coach lead on the programme.

In 2017-18, the Head Coach's contribution to the programme was enhanced with him working alongside the college lecturers to deliver the educational element and in turn supporting the attainment levels of the students.

The programme has proved a success with student numbers continuing to rise. The 2017/18 season saw 7 boys given trials at clubs such as Brentford FC, Leyton Orient, Crawley, Maidenhead, Dagenham.

**Foundation Degree**

Th 3 students that were enrolled on the programme have now completed their qualification following 3 years of study.

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

**FUNDRAISING**

**Bees5050**

The first full-season of the new Bees5050 matchday lottery which provides the opportunity for fans to subscribe to take part in the lottery online as well as in-stadium sales. Across the accounting period the total income to the Trust was £13,403 in un-restricted funds. There is an aggressive target in place for next season as we try and increase the number of regular participants and as a result the prize money available for winners and the money that comes to the Trust.

**Ride London 2017, Richmond RUNFEST and Royal Parks Half Marathon**

BFCCST co-ordinated fundraising activity for fans and supporters to fundraise for the Trust. All participants received a limited edition cycling or running shirt which carried sponsorship opportunities for businesses to support the Trust. After expenses £11,166 was raised for the Trust.

**BFCCST 30th Anniversary Dinner**

BFCCST delivered its 30th Anniversary Fundraising Dinner at Syon House. The event gave us the opportunity to raise un-restricted funds as well as network with existing and potentially new partners for the future. The event generated a profit of £10,405.

**The Brentford Challenge**

The Brentford Challenge is a major part of our headline partnership package with Brentford Lock West. The main focus of the event is to provide the opportunity for our community to take part in a sporting event. BFCCST developed a new partnership with a race delivery partner to reduce the cost of the event enabling a profit of £5,313.

**BFCCST PROJECTS**

**Brentford Boating Arch**

BFCCST continues to manage the facility as an umbrella body which manages the partner clubs. This year a new user group has been granted access on a trial basis to increase the usage of the facility. BFCCST is reviewing the strategic approach and developing a plan which will take into consideration the new stadium which is in much closer proximity.

**Extra Time (Over 50's keep-fit & social club)**

Originally established in 2011 utilising Football League funding, BFCCST continues to host and support a regular active group of 16 senior citizens at Griffin Park stadium. Activities include 'thera-band' exercises to improve strength and endurance, dance, chair exercises and table tennis. A retired physiotherapist provides the fitness instruction alongside a BFCCST coach, ensuring activity is in keeping with the attendees' health and ability levels.

**Brentford FC Match Day**

BFC allocated 4 Championship matches during the course of the season as 'community games.' One game included a community day and two games were allocated as a 'Primary schools day' with reduced priced tickets available designed to attract 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 on the 1st April 2017. Located at Waterman's Park & Arts Centre in Brentford, the event was attended by 250 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 1,345

**Matchday - Ball boys & girls, 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 BFCCST recording 81 bookings during the 2017-2018 season. This revenue is retained by BFCCST.

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. 216 participants attended over 9 games.

**Soccer Schools**

Brentford FC Soccer Schools provides children ages 5 to 12 years old, football specific holiday camps, every half-term. In September 2017, holiday course provision was separated from the Sports Participation department and rebranded to Brentford FC Soccer Schools including creating a new image and session structure for the project.

A new school-term weekly football session was also established, which transmits the positive progression of the project throughout the 2017-18 school year. The project also continues to deliver the Saturday morning session during school-term. Overall, Brentford FC Soccer Schools has engaged with a total of 360 participants since October 2017 - further opportunities to expand the project are currently being evaluated.

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

**Summer Community Events**

BFCCST have supported a variety of community Summer Events and School fetes. Our most popular summer events are Chiswick Super Saturday of Sport (Hounslow), Blondin Park (Ealing) and Richmond Running Festival. At these events we deploy our inflatable football pitch and speed cage. BFCCST also delivers multi-sports activities such as Dodgeball and Ultimate frisbee.

BFCCST attended Broomfield House, Our Lady of the Visitation, Archdeacon, St James RC Primary and Chase Bridge Primary School Summer fairs. At these summer fairs we deliver penalty shoot outs, mini football tournaments and multi sports activities.

**VOLUNTEERS**

Volunteers are regularly recruited throughout the year to help with various projects, such as the Disability Programme, the Sports Participation Programme and the Communities Engagement Programme. New volunteers are invited to attend a quarterly Volunteer Event at Griffin Park, during which they are given more information about BFCCST projects and the opportunities that are available to volunteers within these. BFCCST currently has 25 volunteers aged 14 to adult that volunteer on a regular basis. Where possible, BFCCST refers volunteers onto training and qualification opportunities. Since 2014, BFCCST has hosted an annual Volunteer Thank You Event, recognising the effort of our volunteers and to thank them for their contribution. In January 2018, BFCCST presented the Volunteer of the Year award to two joint winners. In May 2018, BFCCST will be starting a new six-month Volunteer Project in partnership with the John Lyons Foundation, specifically working with 30 young people in the borough of Ealing to give them volunteering opportunities, with the aim of helping their personal development.

**QUALITY ASSURANCE**

A designated BFCCST Training & Development Manager is tasked with maintaining high quality delivery within the workforce. All sports coaching staff are supported with new qualifications, a year-round training plan and continuous assessment. As part of this process, school sports staff are required to complete the Association for Physical Education (AFPE) Level 3 qualification supported by the Football Association.

Additional training is also provided for specific projects e.g. estate-based provision, disability sport, conflict management, relevant to individual needs and roles. This quality assurance mechanism ensures that staff are maintaining high standards in the quality of their delivery in a broad range of community settings.

**FINANCIAL REVIEW**

**Financial position**

We operate a full cost recovery model re-charging a proportion of fixed and variable costs back to projects. Whilst BFCCST is increasing its reach and scale we are aware that the core function requires investment to cope with growth. We are working to reduce overheads and have employed a new corporate partnerships and events manager whose role is to generate unrestricted or targeted funds through fundraising. Individual project managers remain responsible for funding, supported by the core.

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

Activities at major new facilities, starting from a base level, combined with an expansion in our coaching work-force will require investment, but our 3-year projections indicate that this will be a positive, manageable step change for the Trust, providing increased reach and scope in line with Trust objectives.

**Report of the Trustees**  
**for the Year Ended 31 March 2018**

**FINANCIAL REVIEW**

**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, 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. We are also currently considering expanding into youth work where we envisage adding value to local contracts. There are some central programmes where we receive funding from The Premier League Charitable Fund or The English Football League Trust. 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.

**Reserves policy**

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

Quarterly operating expenditure is estimated at £380,000 compared to £375,000 at 31/3/17. The Trustees are mindful that this is likely to increase over the next twelve months as the Gunnersbury Park project and other new initiatives commence.

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

The current level of Reserves (unrestricted funds) equates to 3.2 month's estimated operating expenses. This calculation includes Fixed Assets of £42,910, which are not easily realisable.

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

Our reserves position

	31.3.18	31.3.17	
	£	£	% Increase/ (Decrease)
Unrestricted Funds (Reserves)	404,032	396,087	2%
Restricted/Designated Funds	71,699	35,037	106%
Total Funds	475,731	431,124	10%
Ratio: Reserves to Annual Operating Expenditure (months)	3.2 months	3.2 months	

**Investment performance**

BFCCST 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.

**Funds in deficit**

3 out of 20 projects are in deficit at the end of the year:

- Young Carers - (£1,486) A difficult environment to obtain additional small grants resulted in a small deficit for the year.
- Post 16 Education - (£2,339) This project levelled out at the end of the academic year.
- Be Inspired - (£2,960) - We have reduced the engagement time on one session to reduce costs but still maintained the required levels of engagement.

**Financial overview for the year**

The accounts for the year ended 31st March 2018 show a surplus of £44,607 compared to £94,846 for the year ended 31st March 2017.

Our reserves and cash balances are good and our funding pipeline remains healthy. We are pushing forward in our key focus areas from a strong infrastructure which in turn instils confidence in our relationship with partner organisations.

**Report of the Trustees**  
**for the Year Ended 31 March 2018**

**FUTURE PLANS**

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 are also planning to develop activity at other hub sites and look forward to the development of Brentford FC's new stadium at Lionel Road.

We have considered our staff team and structure and are establishing a team that can respond to future growth.

**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**

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

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

**Induction and training of new trustees**

New trustees are invited to BFCCST'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 BFCCST plus minutes of recent meetings. New trustees also receive a subscription to Governance magazine and are provided with details of their fellow trustees, whom 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.

**Wider network**

BFCCST 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. BFCCST is aligned with a national network of community trusts, representing professional football clubs within The English 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. BFCCST has service level agreements with three surrounding Boroughs Hounslow, Ealing and Richmond and has been commissioned to provide specific specialist services. BFCCST 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 Lock West for which we organise a large annual event called the Brentford Challenge. The partnership was renewed for 3 years in 2017.

**Brentford FC involvement**

We have a positive relationship with Brentford FC. In addition to a core payment, the club provides concessionary match day tickets and an opportunity to organise the match day draw. All proceeds are invested in BFCCST.

We have delivered a match-day Fanzone event and work with the club with the aim of engaging new and existing communities. The partnership was renewed for three years in 2017.

**Related parties**

Whilst BFCCST 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. BFCCST 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.

**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. Sub-groups have been established, charged with the responsibility of identifying both financial and health and safety risks facing the Trust.

- The Finance Sub-Group comprises two trustees, the Chief Executive, the Operations Director and the Finance Manager.
- The Health and Safety & Safeguarding Sub-Group comprises one trustee, the Chief Executive, and all Project Managers.  
The Human Resources Sub-Group comprises two trustees, the Chief Executive and the Operations Director and the Finance Manager.

**Other sub-groups**

There are also other sub-groups covering:

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

**Brentford FC Community Sports Trust**

**Report of the Trustees**  
**for the Year Ended 31 March 2018**

**REFERENCE AND ADMINISTRATIVE DETAILS**

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

**Registered Charity number**  
1112784

**Trustees**

Ian Dobie  
Donald Gilbert Kerr  
Stephen Gibson Callen - resigned 20.3.18  
Brian Robert Burgess  
John Lawrence Cudmore  
Eileen De Souza  
Karl Adrian Reynolds  
Anita Ralli - appointed 1.9.17  
Chris Gammon - appointed 20.3.18

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

**Chief Executive**

Lee Doyle

**Company Secretary**

Jacqueline Clair Montague

**Registered office**

Half Acre House  
37 Half Acre  
Brentford  
Middlesex  
TW8 8BH

**Auditors**

Peter Upton (Statutory Auditor)  
PO Box 782  
Maidenhead  
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 2018**

#### **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 27/09/18 and signed on its behalf by:

  
.....  
Ian Dobie - Trustee

## **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 (the 'charitable company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and 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, 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.

### **Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

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

**Use of our report**

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



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

Date: 3 October 2018

**Brentford FC Community Sports Trust**

**Statement of Financial Activities**  
**for the Year Ended 31 March 2018**

		Unrestricted funds £	Restricted funds £	31.3.18 Total funds £	31.3.17 Total funds £
	Notes				
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	217,415	1,969	219,384	162,264
<b>Charitable activities</b>	4				
Core		142,919	-	142,919	-
Disabilities		-	-	-	14,113
Education and employment		-	269,120	269,120	105,954
Sports participation		574,754	15,651	590,405	1,240,176
Intervention		39,858	579,871	619,729	164,096
Health		-	89,549	89,549	87,015
Investment income	3	144	-	144	45
<b>Total</b>		975,090	956,160	1,931,250	1,773,663
<b>EXPENDITURE ON</b>					
Fundraising	5	-	-	-	4,865
<b>Charitable activities</b>	6				
Core		282,940	-	282,940	287,284
Disabilities		-	-	-	131,018
Education and employment		-	274,869	274,869	210,125
Sports participation		570,095	16,219	586,314	558,864
Intervention		107,521	554,737	662,258	410,375
Health		948	79,314	80,262	76,286
<b>Total</b>		961,504	925,139	1,886,643	1,678,817
<b>NET INCOME</b>		13,586	31,021	44,607	94,846
<b>Transfers between funds</b>	18	(5,638)	5,638	-	-
<b>Net movement in funds</b>		7,948	36,659	44,607	94,846
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		396,087	35,037	431,124	336,278
<b>TOTAL FUNDS CARRIED FORWARD</b>		404,035	71,696	475,731	431,124

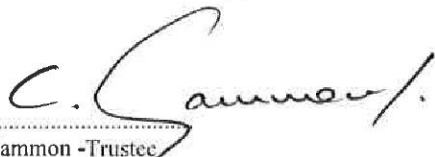
The notes form part of these financial statements

**Balance Sheet**  
**At 31 March 2018**

		Unrestricted funds	Restricted funds	31.3.18 Total funds	31.3.17 Total funds
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	12	42,910	-	42,910	42,952
<b>CURRENT ASSETS</b>					
Stocks	13	6,243	-	6,243	-
Debtors	14	361,346	-	361,346	237,084
Cash at bank	15	<u>306,192</u>	<u>78,484</u>	<u>384,676</u>	<u>479,921</u>
		673,781	78,484	752,265	717,005
<b>CREDITORS</b>					
Amounts falling due within one year	16	(312,659)	(6,785)	(319,444)	(328,833)
<b>NET CURRENT ASSETS</b>		<u>361,122</u>	<u>71,699</u>	<u>432,821</u>	<u>388,172</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		404,032	71,699	475,731	431,124
<b>NET ASSETS</b>		<u>404,032</u>	<u>71,699</u>	<u>475,731</u>	<u>431,124</u>
<b>FUNDS</b>	18				
Unrestricted funds				404,032	396,087
Restricted funds				<u>71,699</u>	<u>35,037</u>
<b>TOTAL FUNDS</b>				<u>475,731</u>	<u>431,124</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 27/9/18 and were signed on its behalf by:

  
Chris Gammon - Trustee

**Brentford FC Community Sports Trust**

**Cash Flow Statement**  
**for the Year Ended 31 March 2018**

	Notes	31.3.18 £	31.3.17 £
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	<u>(79,644)</u>	<u>126,388</u>
<b>Net cash provided by (used in) operating activities</b>		<u>(79,644)</u>	<u>126,388</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(15,745)	(27,480)
Interest received		<u>144</u>	<u>45</u>
<b>Net cash provided by (used in) investing activities</b>		<u>(15,601)</u>	<u>(27,435)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(95,245)	98,953
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>479,921</u>	<u>380,968</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>384,676</u>	<u>479,921</u>

Notes to the Cash Flow Statement  
for the Year Ended 31 March 2018

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.18	31.3.17
	£	£
Net income for the reporting period (as per the statement of financial activities)	44,607	94,846
Adjustments for:		
Depreciation charges	15,787	14,103
Interest received	(144)	(45)
Increase in stocks	(6,243)	-
Increase in debtors	(124,262)	(240)
(Decrease)/increase in creditors	<u>(9,389)</u>	<u>17,724</u>
Net cash provided by (used in) operating activities	<u>(79,644)</u>	<u>126,388</u>

**Notes to the Financial Statements**  
**for the Year Ended 31 March 2018**

**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 2015)', 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.

**Raising funds**

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

**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

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**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**

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.

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2018**

**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.

**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**

	31.3.18	31.3.17
	£	£
Donations	166,444	137,927
Other income	52,940	24,337
	<u>219,384</u>	<u>162,264</u>

**3. INVESTMENT INCOME**

	31.3.18	31.3.17
	£	£
Interest receivable	<u>144</u>	<u>45</u>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	Activity	31.3.18	31.3.17
		£	£
Coaching fees, match day income and education courses	Core	142,919	-
Coaching fees, match day income and education courses	Disabilities	-	14,113
Coaching fees, match day income and education courses	Education and employment	269,120	105,954
Coaching fees, match day income and education courses	Sports participation	590,405	1,240,176
Coaching fees, match day income and education courses	Intervention	619,729	164,096
Coaching fees, match day income and education courses	Health	89,549	87,015
		<u>1,711,722</u>	<u>1,611,354</u>

**5. FUNDRAISING**

**Raising donations and legacies**

	31.3.18	31.3.17
	£	£
Fundraising costs	<u>-</u>	<u>4,865</u>

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2018**

**6. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Support costs (See note 7)	Totals
	£	£	£
Core	(238,942)	521,882	282,940
Education and employment	269,596	5,273	274,869
Sports participation	585,035	1,279	586,314
Intervention	657,001	5,257	662,258
Health	79,974	288	80,262
	<u>1,352,664</u>	<u>533,979</u>	<u>1,886,643</u>

**7. SUPPORT COSTS**

	Management	Finance	Governance costs	Totals
	£	£	£	£
Core	515,975	51	5,856	521,882
Education and employment	5,273	-	-	5,273
Sports participation	1,279	-	-	1,279
Intervention	5,257	-	-	5,257
Health	288	-	-	288
	<u>528,072</u>	<u>51</u>	<u>5,856</u>	<u>533,979</u>

**8. NET INCOME/(EXPENDITURE)**

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

	31.3.18	31.3.17
	£	£
Audit fees	5,856	5,820
Depreciation - owned assets	<u>15,787</u>	<u>14,103</u>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2018 nor for the year ended 31 March 2017.

**Trustees' expenses**

During the year ended 31 March 2018 the trustee Eileen Da Souza claimed travel expenses totalling £252 (2017 - £416) relating to her voluntary work at the Trust's premises.

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2018**

**10. STAFF COSTS**

	31.3.18 £	31.3.17 £
Wages and salaries	1,191,567	1,104,346
Social security costs	100,620	94,233
Other pension costs	21,316	30,548
	<u>1,313,503</u>	<u>1,229,127</u>

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

	31.3.18	31.3.17
Permanent staff	38	37
Casual coaches	29	31
	<u>67</u>	<u>68</u>

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

	31.3.18	31.3.17
£85,001 - £90,000	1	-
	<u>1</u>	<u>1</u>

Key management are the Trustees and the CEO. Their total remuneration for the year was £93,922 (2017:£82,713)

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (31.3.17)**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	146,979	15,285	162,264
<b>Charitable activities</b>			
Disabilities	-	14,113	14,113
Education and employment	-	105,954	105,954
Sports participation	732,322	507,854	1,240,176
Intervention	-	164,096	164,096
Health	-	87,015	87,015
Investment income	<u>45</u>	<u>-</u>	<u>45</u>
<b>Total</b>	<u>879,346</u>	<u>894,317</u>	<u>1,773,663</u>
<b>EXPENDITURE ON</b>			
Fundraising	4,865	-	4,865
<b>Charitable activities</b>			
Core	287,060	224	287,284
Disabilities	-	131,018	131,018
Education and employment	-	210,125	210,125
Sports participation	555,120	3,744	558,864
Intervention	26,913	383,462	410,375
Health	<u>1,031</u>	<u>75,255</u>	<u>76,286</u>
<b>Total</b>	<u>874,989</u>	<u>803,828</u>	<u>1,678,817</u>
<b>NET INCOME</b>	<u>4,357</u>	<u>90,489</u>	<u>94,846</u>
<b>Transfers between funds</b>	<u>9,912</u>	<u>(9,912)</u>	<u>-</u>

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2018**

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (31.3.17) - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
Net movement in funds	14,269	80,577	94,846
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	321,560	14,718	336,278
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>335,829</u>	<u>95,295</u>	<u>431,124</u>

**12. TANGIBLE FIXED ASSETS**

	Sports equipment £	Motor vehicles £	Office equipment £	Totals £
<b>COST</b>				
At 1 April 2017	57,845	53,897	76,423	188,165
Additions	<u>2,899</u>	<u>-</u>	<u>12,846</u>	<u>15,745</u>
At 31 March 2018	<u>60,744</u>	<u>53,897</u>	<u>89,269</u>	<u>203,910</u>
<b>DEPRECIATION</b>				
At 1 April 2017	51,138	40,057	54,018	145,213
Charge for year	<u>3,592</u>	<u>3,460</u>	<u>8,735</u>	<u>15,787</u>
At 31 March 2018	<u>54,730</u>	<u>43,517</u>	<u>62,753</u>	<u>161,000</u>
<b>NET BOOK VALUE</b>				
At 31 March 2018	<u>6,014</u>	<u>10,380</u>	<u>26,516</u>	<u>42,910</u>
At 31 March 2017	<u>6,707</u>	<u>13,840</u>	<u>22,405</u>	<u>42,952</u>

**13. STOCKS**

	31.3.18 £	31.3.17 £
Stocks	<u>6,243</u>	<u>-</u>

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

	31.3.18 £	31.3.17 £
Trade debtors	208,743	108,788
Other debtors	1,328	3,710
Prepayments and accrued income	<u>151,275</u>	<u>124,586</u>
	<u>361,346</u>	<u>237,084</u>

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2018**

**15. CASH AT BANK**

	31.3.18	31.03.17
	£	£
Fund bank accounts as asset	419,626	570,861
Fund bank accounts as a liability	<u>(34,950)</u>	<u>(90,940)</u>
	<u>384,676</u>	<u>479,921</u>

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

	31.3.18	31.3.17
	£	£
Trade creditors	56,049	34,552
Social security and other taxes	28,855	27,579
Other creditors	3,484	3,384
Sundry creditors	-	-
Accruals and deferred income	231,056	263,318
Accrued expenses	<u>-</u>	<u>-</u>
	<u>319,444</u>	<u>328,833</u>

**17. LEASING AGREEMENTS**

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

	31.3.18	31.3.17
	£	£
Within one year	1,930	216
Between one and five years	<u>5,792</u>	<u>3,861</u>
	<u>7,722</u>	<u>4,077</u>

**Brentford FC Community Sports Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2018**

**18. MOVEMENT IN FUNDS**

	At 1.4.17 £	Net movement in funds £	Transfers between funds £	At 31.3.18 £
<b>Unrestricted funds</b>				
General Fund	312,596	33,802	(27,289)	319,109
Income Generation - Sports Participation	-	9,860	(9,860)	-
Income Generation - Match Days	-	(3,671)	3,671	-
Fundraising	-	(18,187)	18,187	-
Extra Time	-	309	(309)	-
Paddle Brentford	-	4,811	-	4,811
Communities Engagement	40,538	2,446	(5,782)	37,202
Fixed Assets	<u>42,953</u>	<u>(15,787)</u>	<u>15,744</u>	<u>42,910</u>
	396,087	13,583	(5,638)	404,032
<b>Restricted funds</b>				
Disabilities	3,651	2,012	-	5,663
GP Learning Zone	3,503	(2,769)	-	734
Young Carers	(4,235)	2,749	-	(1,486)
Kicks	8,739	(3,630)	-	5,109
Mentoring	4,620	16,682	-	21,302
Street Sports	1,982	9,172	-	11,154
Women and Girls Football	2,481	207	-	2,688
Post 16 Education	-	(2,339)	-	(2,339)
Motivate Hounslow	(4,233)	(1,549)	5,782	-
Brighter Futures	3,338	3,229	-	6,567
Healthy Lifestyles	14,654	10,304	309	25,267
Female Fitness & Exercise	537	(84)	(453)	-
Be Inspired	<u>-</u>	<u>(2,960)</u>	<u>-</u>	<u>(2,960)</u>
	35,037	31,024	5,638	71,699
	<u>431,124</u>	<u>44,607</u>	<u>-</u>	<u>475,731</u>
<b>TOTAL FUNDS</b>	<u>431,124</u>	<u>44,607</u>	<u>-</u>	<u>475,731</u>

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2018****18. 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	271,544	(237,742)	33,802
Income Generation - Sports Participation	579,924	(570,064)	9,860
Income Generation - Match Days	22,585	(26,256)	(3,671)
Fundraising	78,265	(96,452)	(18,187)
Extra Time	1,257	(948)	309
Paddle Brentford	8,000	(3,189)	4,811
Communities Engagement	13,516	(11,070)	2,446
Fixed Assets	-	(15,787)	(15,787)
	975,091	(961,508)	13,583
<b>Restricted funds</b>			
Disabilities	168,963	(166,951)	2,012
GP Learning Zone	121,878	(124,647)	(2,769)
Young Carers	49,740	(46,991)	2,749
Kicks	99,793	(103,423)	(3,630)
Mentoring	91,349	(74,667)	16,682
Street Sports	78,964	(69,792)	9,172
Women and Girls Football	16,426	(16,219)	207
Post 16 Education	147,881	(150,220)	(2,339)
Motivate Hounslow	29,395	(30,944)	(1,549)
Brighter Futures	31,406	(28,177)	3,229
Healthy Lifestyles	83,270	(72,966)	10,304
Female Fitness & Exercise	6,263	(6,347)	(84)
Be Inspired	30,831	(33,791)	(2,960)
	956,159	(925,135)	31,024
<b>TOTAL FUNDS</b>	<b>1,931,250</b>	<b>(1,886,643)</b>	<b>44,607</b>

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2018**

**18. MOVEMENT IN FUNDS (31.3.17) - continued**

**Comparatives for movement in funds**

	At 1.4.16 £	Net movement in funds £	Transfers between funds £	At 31.3.17 £
<b>Unrestricted Funds</b>				
General Fund	251,860	72,511	(11,775)	312,596
Income Generation - Sports Participation	-	16,936	(16,936)	-
Income Generation - Match Days	-	(14,693)	14,693	-
Extra Time	-	599	(599)	-
Paddle Brentford	-	2,951	(2,951)	-
Communities Engagement	40,124	414	-	40,538
Fixed Assets	<u>29,576</u>	<u>(14,103)</u>	<u>27,480</u>	<u>42,953</u>
	321,560	64,615	9,912	396,087
<b>Restricted Funds</b>				
Disabilities	2,649	620	382	3,651
GP Learning Zone	(1,015)	4,518	-	3,503
Young Carers	(2,847)	(1,388)	-	(4,235)
Kicks	4,085	4,654	-	8,739
Mentoring	493	3,529	598	4,620
Mentoring Out of Court (prev 5-11 year olds)	1,784	(1,186)	(598)	-
Street Sports	(1,177)	3,159	-	1,982
Women Active (prev Fashionably Fit)	5,597	(5,215)	(382)	-
Women and Girls Football	1,175	1,306	-	2,481
Post 16 Education	-	9,912	(9,912)	-
Motivate Hounslow	-	(4,233)	-	(4,233)
Brighter Futures	3,450	(112)	-	3,338
Healthy Lifestyles	524	14,130	-	14,654
Female Fitness & Exercise	<u>-</u>	<u>537</u>	<u>-</u>	<u>537</u>
	14,718	30,231	(9,912)	35,037
<b>TOTAL FUNDS</b>	<u>336,278</u>	<u>94,846</u>	<u>-</u>	<u>431,124</u>

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2018****18. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General Fund	242,231	(169,720)	72,511
Income Generation - Sports Participation	562,753	(545,817)	16,936
Income Generation - Match Days	26,752	(41,445)	(14,693)
Extra Time	1,630	(1,031)	599
Paddle Brentford	15,965	(13,014)	2,951
Communities Engagement	30,015	(29,601)	414
Fixed Assets	-	(14,103)	(14,103)
	<u>879,346</u>	<u>(814,731)</u>	<u>64,615</u>
<b>Restricted funds</b>			
Disabilities	141,055	(140,435)	620
GP Learning Zone	108,870	(104,352)	4,518
Young Carers	44,411	(45,799)	(1,388)
Kicks	121,823	(117,169)	4,654
Mentoring	54,479	(50,950)	3,529
Mentoring Out of Court (prev 5-11 year olds)	29,446	(30,632)	(1,186)
Street Sports	58,233	(55,074)	3,159
Women Active (prev Fashionably Fit)	5,938	(11,153)	(5,215)
Women and Girls Football	16,890	(15,584)	1,306
Post 16 Education	127,138	(117,226)	9,912
Motivate Hounslow	81,044	(85,277)	(4,233)
Brighter Futures	35,000	(35,112)	(112)
Healthy Lifestyles	57,228	(43,098)	14,130
Female Fitness & Exercise	12,762	(12,225)	537
	<u>894,317</u>	<u>(864,086)</u>	<u>30,231</u>
<b>TOTAL FUNDS</b>	<u><u>1,773,663</u></u>	<u><u>(1,678,817)</u></u>	<u><u>94,846</u></u>

**Transfers between funds**

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

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

The funding for the Motivate Hounslow project ended in August 2017. The deficit of £5,782 was written off to the Communities Engagement unrestricted funds.

**19. 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 £21,316 (2017: £30,548).

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2018**

**20. RELATED PARTY DISCLOSURES**

Donations received during the period included:

- £106,212 (2017 - £100,000) from Brentford Football Club Ltd.
- 1 day a week volunteer legal assistance from the trustee Eileen De Souza (not quantified in the accounts).

Other income received during the period included:

- £26,090 (2017: £1,000) from Brentford Football Club Ltd.

Expenditure for the period included:

- £29,782 (2017 - £9,209 paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £550 (2017: £Nil) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £96 (2017: £638) owed to Brentford Football Club Ltd.

**21. ULTIMATE CONTROLLING PARTY**

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

**Brentford FC Community Sports Trust****Detailed Statement of Financial Activities**  
**for the Year Ended 31 March 2018**

	31.3.18 £	31.3.17 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	166,444	137,927
Other income	<u>52,940</u>	<u>24,337</u>
	219,384	162,264
<b>Investment income</b>		
Interest receivable	144	45
<b>Charitable activities</b>		
Coaching fees, match day income and education courses	<u>1,711,722</u>	<u>1,611,354</u>
<b>Total incoming resources</b>	1,931,250	1,773,663
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Fundraising costs	-	4,865
<b>Charitable activities</b>		
Wages	885,246	928,730
Social security	66,925	74,915
Pensions	6,446	21,953
Premises costs	2,288	2,400
Sundries	-	-
Other staff costs	50,697	32,127
Recruitment and training	22,571	11,296
Trophies	2,523	675
Sports and training requisites	50,585	32,903
Facilities hire	119,292	111,609
Equipment hire	20,739	939
Sundry purchases	27,696	27,201
Motor expenses	24,834	20,079
Travelling expenses	11,120	10,127
Marketing	19,420	18,803
Clothing	21,869	6,706
Online Sales Fees	13,360	-
Depreciation of tangible fixed assets	<u>7,053</u>	<u>7,481</u>
	1,352,664	1,307,944
<b>Support costs</b>		
<b>Management</b>		
Wages	306,321	175,616
Social security	33,695	19,318
Pensions	14,870	8,595
Premises costs	71,953	69,961
Insurance	3,794	4,405
Telephone, computer & internet	38,067	32,873
Postage and stationery	10,360	9,460
Sundries	6,830	7,556
Meetings	5,308	14,095
Subscriptions	2,361	1,088
Professional fees	26,054	9,425
Carried forward	519,613	352,392

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 2018**

	31.3.18 £	31.3.17 £
<b>Management</b>		
Brought forward	519,613	352,392
Depreciation of tangible and heritage assets	<u>8,459</u>	<u>6,622</u>
	528,072	359,014
<b>Finance</b>		
Bank charges	51	1,174
<b>Governance costs</b>		
Auditors' remuneration	5,856	5,820
Bank Charges	-	-
Meetings	<u>-</u>	<u>-</u>
	<u>5,856</u>	<u>5,820</u>
<b>Total resources expended</b>	1,886,643	1,678,817
	<hr/>	<hr/>
<b>Net income</b>	<u><u>44,607</u></u>	<u><u>94,846</u></u>

