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Strategic Report, Report of the Trustees and
Financial Statements for the Year Ended 31 March 2019
for
Brentford FC Community Sports Trust

Brentford FC Community Sports Trust

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for the Year Ended 31 March 2019

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Brentford FC Community Sports Trust

Strategic Report **for the Year Ended 31 March 2019**

The trustees present their strategic report for the year ended 31 March 2019.

Introduction

When the Trust was founded in 2005 the vision was to create more opportunities for people and groups in surrounding communities using sport to capture interest and develop potential. Potential is the key word, because that is our business, Realising Potential, whether that is in individuals or communities, developing facilities or utilising local resources.

We invest in people both as participants and employees. We also invest in places in terms of both time or finding funds to develop facilities. We cannot achieve this on our own and using the Brentford FC brand and an ethos of innovation we aim to be the catalyst that helps to unlock potential.

This year the pace has gathered towards the completion of several facility projects that will act as game changers in terms of activities the Trust can offer. Forthcoming sites include The Brentford FC Community stadium and new Trust hub, Gunnersbury Park and Uxbridge High School Dome.

Whilst we work across targeted areas in our catchment we connect with the other Trust's and Foundations of London's professional football clubs through London United and have also joined The European Football Development Network (EFDN). These both enable information sharing and targeted project delivery. We also look outside of sport for innovative approaches to development and delivery.

Within this report you will see that we have continued to develop projects for all ages and abilities that use sport in a creative way to improve health, promote learning and tackle social isolation.

We are excited about the progress being made; partnerships with organisations across the public, private and voluntary sector are growing, and Brentford Football Club are building on their reputation as a club that bases their strategy on innovation and thinking differently.

Moving forward this will enable us to continue to grow core projects, whilst developing new ambitious initiatives that use sport to create sustainable positive change.

Financial Overview

The income for 2018-19 is £1,919,559, which is comparable to the previous year. Falls in Sports Participation and Health are offset by increases in Intervention and Education and Employment. The cost for 2018-19 is £1,981,477, a 5% increase on the previous year. Most changes in costs mirrored the change in income, except Sports Participation, where investment in the area has seen costs increase by 9%. This is linked to the need for more staff support as we increase our schools offer. Our turnover is forecasted to increase significantly in the next 3 years with the planned expansion of programmes.

Strategic Overview

Organisational growth and improvement are the focus for the Trust as we move towards the new Community Stadium at Lionel Road.

Staff

We have employed an experienced management accountant who has joined our Senior Leadership Team (SLT). This is in recognition of the level of financial information that we require to support Trust development and direction. Additionally, we are moving from quarterly to monthly accounts supporting the management function.

Attracting unrestricted funding is essential in order to create innovative project investment as well as supporting overheads. Our Fundraising Manager left the trust in March 2019, and we are currently managing the role internally for a 6-month review period. Many new, joined up Club and Trust partnerships are developing which is extremely promising. The partnerships offer the opportunity of on and off pitch involvement which is proving to be attractive to private sector organisations.

We are continually looking to improve the way that our staff work together. At the outset there was a strong focus on establishing key themes. However, as we have evolved, we can see that the departments do not and cannot work in straight lines. A single participant can be a part of several projects within the Trust. Our staff have moved from being sports coaches to become a hybrid, sports, social and health worker, linking in to education and mentoring programmes. This means that a new member of staff can see a career path with many opportunities for specialisation.

We have invested in safeguarding with two of our staff taking a lead and supporting role. As our programmes develop, we are building in extra capacity.

We conducted a staff satisfaction questionnaire and the results were positive with staff feeling supported in their role with many opportunities available for personal and project development. We are focusing on the small percentage that felt less satisfied. We invest in teambuilding activities and as part of a package of measures will aim to increase activities in this area during the year.

Brentford FC Community Sports Trust

Strategic Report **for the Year Ended 31 March 2019**

Communications

Having identified that we need to communicate better both internally and externally we invested in Communications and Marketing and are seeing significant improvements. Working with Brentford FC and external partners we have benefitted from regular coverage across a range of media, both locally and nationally. We have introduced a new website with a built-in entries' platform creating an improved pathway to participation and reduced sign up fees (Where a payment is required). We have responded to increased scrutiny around data capture by assigning responsibility for data protection to a specific manager.

Ensuring that we are fit for purpose

The Trust undertakes an annual Capability process designed to ensure that the organisation is fit for purpose. Assessed independently by the English Football League Trust and Premier League Charitable Fund, Capability ensures all charities attached to professional football clubs are constantly monitoring and improving their processes and practices. The trust is assessed across a number of key areas including: Governance, Finance, Health & Safety/Risk, Safeguarding, Data Protection, Communication, Human Resources, Strategy and Impact, Equality.

Projects and participation

The Trust was successful in its bid to the London Borough of Hounslow to operate Youth Services across the Borough. We have established a strong network of activities across areas in the Borough in areas of need that will be further bolstered by increased youth work. Part of the package included Young Carers which we have built up a strong track record in the London Borough of Ealing.

Projects with key funders continue to develop such as the Premier League Primary Stars which provides a multi-faceted schools programme, and Kicks offering free sports participation and mentoring in focused areas. We are also delivering and developing large programmes linked to the English Football League Trust (EFLT) such as Move and Learn in partnership with Ferrero, and youth participation linked to social action - engaging young people in developing and delivering a local community project.

We aim to utilise natural local resources. As the new stadium - (scheduled to open summer 2020) develops, we are working with partners at our water-based sites at Kew Bridge and the Grand Union canal to increase local community activity and to drive awareness around single use plastics, which in turn will link with our schools' social action programmes.

Participation increased slightly on the previous year but, significantly the amount of time that each participant engaged with our programmes increased considerably, as shown by the figures in the table below.

	2017-2018	2018-2019	Change
Number of participants	10,728	10,818	1%
Aggregate attendance	177,030	211,115	19%
Av. Contact hours	29.33	32.08	9%
No. of sessions	8,586	11,407	33%
Male/female ratio	65.6/34.4%	63.9/36.1%	

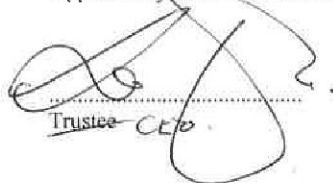
On average, each participant was engaged for an additional 3 hours (29 vs 32 hours) in Trust programmes. This supports our goal of programmes being embedded in communities. There was also an improved gender balance with the percentage of females engaging with Trust programmes increasing from 34.4% in 2017-2018 to 36.1% in 2018-2019.

* The above participation levels are captured on our VIEWS online data platform. An additional 3500 primary school pupils took part in our Move and Learn health initiative in both years. Every participant benefitted from 8 sessions lasting 1.5 hours. These numbers do not appear on the chart as they are entered as an event.

Summary

Trust activities are building in a controlled and sustainable manner. In turn we are investing in our work force and support services. Partnerships across the public, private and voluntary sector remain key to the Trust creating sustainable growth. There is increased interest in activities, both on and off the field and the opportunity of taking community engagement to a higher level with the advent of the new stadium. There is a collective will to improve on every level which makes the Trust and Club an exciting place to be.

Approved by order of the board of trustees on 18/9/19 and signed on its behalf by Lee Doyle - CEO:


Trustee - CEO

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

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 2019. 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.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

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

Sports Participation is the unrestricted, income-generating department for the Trust. It comprises of school sport, football development and holiday provision - along with several funded projects such as Premier League Primary Stars and Female Football. 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

Currently, the Trust works regularly in 34 primary and secondary schools in Ealing, Hounslow, Richmond and Hillingdon, which involves holding service level agreements for the delivery of Planning Preparation & Assessment time (PPA), Physical Education and extra-curricular clubs.

Our extra-curricular sessions focus on developing 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, Futsal, Health & Fitness and Multi-skills.

The Trust also delivers the following:

- Primary school tournaments on behalf of the English Football League Trust
- Richmond Sports Development Football competitions for schools (boys and girls)
- School team training (boys and girls)
- London Youth Games for Hounslow, Richmond and Ealing (boys and girls)

Other opportunities to engage with the schools' community via isolated events and competitions ensure that the Trust has contact with more than 100 schools during the academic year.

Premier League Primary Stars

The Premier League's Primary Stars initiative uses the appeal of the Premier League and professional football clubs to inspire children to learn, be active and develop important life skills. The scheme offers a range of bespoke curriculum linked teaching resources aimed at Key Stages One and Two. This includes lesson plans, activity ideas, worksheets and video content.

The aims of the project are:

- To improve teachers' confidence to deliver Physical Education and school sport.
- To increase children's enjoyment of sport and physical activity.
- To improve children's interest in learning.
- To improve children's ability to work together.

These outcomes are achieved by:

- Teacher training in Physical Education.
- Delivery of breakfast, lunch or after school clubs to targeted groups.
- English or Maths classroom support for disengaged pupils.
- Delivery of Personal Social Health Education (PSHE) lessons or assemblies.
- Collapsed curriculum days and school sport tournaments.

Premier League Girls' Football Programme

The project aims to engage with women and girls aged 11 or older in football. The Trust has engaged with more than 2,200 new participants since the project began in 2012.

Wildcats Girls' Football programme with the Football Association

Launched in 2017, the SSE Wildcats Football Programme is part of The Football Association's strategy to double female participation by 2020. Funded by the Football Association, we have engaged with 60 girls who are new starters to game.

Football Development Programme

The Trust has operated a football development programme for more than 20 years - providing a structured pathway from grassroots football coaching to an enhanced football development programme. Talented footballers are invited to attend our Football Development Centre (FDC) programme, which operates 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 from the following areas:

- Organised open trials held during the school holidays.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

ACHIEVEMENT AND PERFORMANCE

CHARITABLE ACTIVITIES

- Recommendations from the Trust's coaching staff through our extensive sports-delivery programmes in schools and grassroots community projects.

To supplement the weekly training sessions, the FDC is a member of an Elite Match Programme with other professional football clubs - several players have been signed by other professional clubs.

The girls' FDC has now grown to more than 100 participants and now runs across two venues in Ealing and Richmond; it is also complemented by a designated holiday match programme.

The Trust is currently negotiating the lease of Brentford FC's former academy headquarters, Uxbridge High School Dome. This forms part of the Trust's strategic plan to increase its presence in the London Borough of Hillingdon.

COMMUNITIES ENGAGEMENT

The Communities Engagement department encompasses grassroots community projects that work predominately on housing estates across west London. The projects, which are all free, aim to provide positive sporting opportunities for young people in disadvantaged areas.

Premier League Kicks (Core)

Premier League Kicks remains the largest single funded project in the Communities Engagement department and has been part of the national project (funded by the Premier League Charitable Fund) since the pilot of the 'Kickz' project in 2006. Utilising the power of football, Kicks aims to engage young people aged 8-18 years in positive and constructive sessions. The project also introduces the participants to educational workshops, volunteering and qualifications.

A continued success story is the weekly activity at Northolt High School. Each session averages 70 young people and continues to host or attend fixtures against other clubs, grassroots teams, professional academies and international friendlies.

Premier League Kicks (Discretionary)

The Premier League Kicks Discretionary Fund has enabled the Trust to continue to run sessions:

- Weekly football sessions in Stanwell, which engages with 15 - 20 young people.
- Weekly Futsal sessions at West Thames College, which engages with 25 young people a week
- Weekly football sessions at Beavers Estate in Hounslow, which engages with more 30 young people every week.

Hounslow Street Sports

Hounslow Street Sports continues to be funded by Hounslow Housing and is our second biggest Communities Engagement project. Delivered on eight housing estates, the project encourages young people to make positive life choices through a range of free sporting activities.

This project has engaged with more than 700 young people this year and has also seen young people attend educational workshops, get involved with Brentford's matchday activities and take part in volunteering opportunities for the Trust.

Be Inspired

Our Be Inspired project, in partnership with the housing provider A2Dominion and BBC Children in Need, aims to improve young people's wellbeing through multi-sports sessions in Ealing, Southall and Stanwell.

Since 2017, the project has engaged with more than 700 participants. The project has also developed a tailored mentoring framework, which offers support and qualifications for targeted individuals. Most recently, an anti-bullying campaign was delivered - involving key participants of the project.

A2 Dominion (Ealing)

The Trust continues to work closely with the housing provider A2Dominion across Ealing to deliver weekly sports sessions and community cohesion events.

Until June 2019, the Trust continued to deliver sessions at Toplocks and Havelock estates in Southall. This was aimed at young people aged 8-16, which complements the existing sessions delivered for the Be Inspired project.

A2Dominion (Stanwell)

Due to the success of the Monday night Kicks session at the same location, an isolated session was established and funded by A2Dominion. Aimed at young people aged 8-12 years-old, it offers weekly sporting activities. This project is due to end in June 2019.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

ACHIEVEMENT AND PERFORMANCE **CHARITABLE ACTIVITIES**

UBactive

Using the Kicks programme model, the Trust expanded provision to the London Borough of Hillingdon. Funded by Hillingdon Community Trust, the UBactive project launched in early April 2018 and aimed to promote behavioural and lifestyle change in the wards of West Drayton, Pinkwell and Botwell. A two-year funded project, three weekly sessions were delivered at Heathrow Goals Soccer Centre, Botwell Leisure Centre and West Drayton Young Peoples Centre.

In August 2018 this project was ended by the funder.

INTERVENTION

The Trust delivers several projects for children, young people and families to support personal development and promote community cohesion.

Hounslow Youth Service

Funded by Hounslow Council, the Trust has been commissioned for three years to deliver a new Youth Service for the borough. The contract, which started in January 2019, includes:

- Universal Services (three centre-based programmes across the borough);
- Easter / summer holiday programmes;
- detached outreach work;
- support for young carers.

A team of youth workers has been established and these will work closely with several of the Trust's other projects - particularly Hounslow Street Sports and Kicks.

Get Set Project

Funded by the Fearless Foundation, the Get Set Project supports vulnerable young people aged between 12 - 18. It supports them with:

- work experience;
- volunteering;
- work place visits;
- employment and CV workshops.

Employment workshops with teapigs, Heathrow Skills Academy, Hilton Hotels and Royal Holloway University are just some of the initiatives the young people have benefited from partner organisations.

Young Carers

The Ealing Young Carers project was recommissioned last year and supports young people aged 8 and 18. The Trust was also awarded the contract for Hounslow's Young Carers project last year and began work in January 2019. The Hounslow Young Carers project supports young carers aged between 7 and 18.

Both projects support young carers who look after someone in their family who has an illness, a disability, or is affected by mental ill-health or substance misuse. The Ealing project provides fortnightly swimming clubs and youth clubs. The Hounslow project offers a weekly youth club. Both projects provide holiday activities, homework support and transitional support.

Mentoring

Funded by Hounslow Council and Uxbridge High School, this project enabled paid and volunteer mentors to support vulnerable young people to develop resilience, confidence and self-esteem through 1-1 support and in a small group setting. Along with in-school sessions, the programme provided opportunities for young people to access positive activities, employment skills workshops and training sessions. This funding ended in July 2018.

Disability Projects

The Hounslow Short Breaks programme continues to be delivered across Hounslow and includes multi-sport, swimming, Athletics, Kayaking, Cycling and deaf-specific programmes. More than 200 families are provided with much-needed respite time while their children are involved in the activities.

The Deaf Sports Plus Project has supported 150 deaf people in the last twelve months and includes school programmes, a women's activity and education programme, Deaf Awareness Courses and Children's Holiday Activities. Six deaf adults continue to volunteer regularly for the Trust across a range of programmes.

Brentford FC Community Sports Trust

Report of the Trustees

for the Year Ended 31 March 2019

ACHIEVEMENT AND PERFORMANCE

CHARITABLE ACTIVITIES

In partnership with Action Attainment, the Trust's On The Ball programme continues to offer children - with social and communication difficulties - weekly sporting activities. Delivered in Richmond, the programme continues to expand, engaging with 50 participants in the past year. In the last twelve months, the Trust has also started to deliver this programme in Hounslow - working with around 20 children.

Mental health projects

In partnership with West London NHS Trust, the Trust continues to deliver football programmes for adults with mental health issues. This includes a well-established men's programme and a newly formed women's programme. Around 20 adults access these programmes every week.

HEALTH

Healthy Lifestyles

The Trust delivers a range of projects in partnership with healthcare industry experts to support local people within the community to improve their health and well-being.

Public Health commissions in Hounslow

This was the 4th year of the Trust's partnership with One You Hounslow to deliver some of the borough's public health commission. More than 300 children benefited from the Trust's child weight management, which involved an eight-week course surrounding physical activity and healthy eating.

The adult programme - named Universal Physical Activity - engaged with more than 500 people in activities such as yoga, Pilates, running, and circuit training. 250 of these participants attended at least four sessions each.

Further funding came to the Healthy Lifestyles area from Hounslow Council. This funding was formerly granted to the Trust as unrestricted funding, but the Council have subsequently tied this to health outcomes, which required the Trust to focus programmes on priority housing estates in partnership with Hounslow Housing. The targets for this element of the programme were also achieved.

Men's weight management

Previously, we have successfully run weight management courses for Brentford fans under the banner of fanACTIV. Following promotion of this programme to local councils, the Trust was commissioned by Public Health in Richmond to run two groups from January 2019. Twenty-two men completed the course, losing an average of 3.5kg each in body mass.

Exercise as a mental health intervention

The Trust's partnership with West London NHS Trust was expanded to include the delivery of wellbeing workshops to local residents suffering from mental health difficulties. At the end of the 6-week course, the Trust was able to offer participants the chance to take part in yoga classes. This is a strong partnership with the NHS Trust, which looks very promising for the future.

EDUCATION

The Trust offers a broad range of education projects through its stadium-based education centre at Griffin Park and other focused education programmes.

Griffin Park Learning Zone (GPLZ)

Focus40 - Primary Behaviour Programme

The Trust offers an 8-week intervention project for pupils facing barriers to learning and struggling to manage their own behaviour. Pupils, who are in years 4-6, will attend Griffin Park Learning Zone for one day a week. Five schools signed up to the programme and achieved some positive outcomes following delivery throughout the year. The Trust is looking to extend this project in September 2019.

Joy of Moving Project

In partnership with the English Football League Trust and Ferrero, the Joy of Moving Move and Learn project inspires 9-10-year olds to get physically active and enjoy movement by learning through play.

The project has delivered classroom-based health lessons for all year 5 pupils - 2,700 children - from 40 primary schools across Ealing, Hounslow and Hillingdon.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

ACHIEVEMENT AND PERFORMANCE **CHARITABLE ACTIVITIES**

Short Breaks

Commissioned by Hounslow Council, the Short Breaks education project continues to successfully deliver both holiday and after-school education activities for children with disabilities. A summer newsletter was created by the young people involved in the project and was subsequently circulated to more than 2,000 families in Hounslow. The additional after-school club was renewed for a further year, which will provide positive education activities for secondary school students.

National Citizen Service (NCS)

The Trust delivered an Autumn NCS Pilot for students involved in our BTEC programme with West Thames College. NCS is a national programme designed to help young people build skills for work and life - offering them the chance to take on new challenges, experience new things and meet new people.

The project involves three phases:

- Residential activity programme over three nights.
- Three days of skills and employment workshops at Brentford FC.
- The delivery of a Social Action Team project in the local community.

Social Mix Project in partnership with English Football League Trust and National Citizens Service

As part of its ongoing pilot with the English Football League Trust, the Trust was tasked with creating a project that fostered greater integration amongst different social groups. The project brought together young people from our grassroots Kicks football programme and deaf children from Deaf Sports + programme. The project served an important purpose - harnessing the power of sport to bring deaf and hearing people together.

London Borough of Hounslow Play Team Summer programme

Interactive holiday programme of activities delivered during the summer for Hounslow Play Team Summer (ADHD) group and Reflections group (Pathway 3 - young people with complex disabilities). Included Gaming, photography, kayaking and multisport.

Project 100

Initially agreed in principle for the year (£37k- rolling contract). Funding secured from May 2018 but not renewed beyond October due to Local Authority department cuts and an increase in the number of complex referrals. London Borough of Hounslow Education Welfare Service referred via their Families First Programme (Troubled Families). GPLZ worked intensively with young people to raise school attendance.

Journalism project in partnership with the Fearless Foundation

In partnership with the Fearless Foundation, the Trust's journalism project encourages local children to unlock their creative potential and develop their writing skills.

It involves school children writing a match report at Griffin Park Learning Zone, which is subsequently reviewed by a selection of judges. This year, Brentford captain Romaine Sawyers joined Danny Fullbrook's family to review the match reports. This year, 700 children took part in the project in Ealing and Hounslow.

Brighter Futures

Brighter Futures is a commissioned London Borough of Ealing project designed to provide a range of positive activities and mentoring interventions for young people. Staff from Ealing 'Safe Team' refer young people in and on the edge of care to the Trust for support.

Overall funding for this project was reduced from the previous year. However, the GPLZ was able to maintain a high standard of delivery with the Trust awarded further funding for the new financial year.

EDUCATION POST - 16

West Thames College

Working with West Thames College and Brentford FC, the Trust offers a unique BTEC programme for talented young footballers aged 16-18.

The football and education programme enables students to study for a BTEC Level 3 sports diploma while enhancing their football skills. Along with a host of experienced coaches, former Brentford Player, Ryan Peters, coaches the students and mentors them on a career path in the sporting world.

44 students enrolled on and completed the course with 4 signing semi-professional contracts with local clubs.

FUNDRAISING

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

ACHIEVEMENT AND PERFORMANCE **CHARITABLE ACTIVITIES**

Bees5050

The second season of the Bees5050 matchday lottery which provides the opportunity for fans to subscribe to take part in the lottery online as well as in-stadium sales. The total income to the Trust for the 2018/19 season was £15,191 in un-restricted funds. The football provision forms an important part of the programme, but the main aim is to ensure all of the participants complete the sports diploma which holds the education equivalent to 3 A levels.

Ride London 2018, Richmond RUNFEST and Royal Parks Half Marathon

The Trust 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.

The Brentford Challenge

The Brentford Challenge is a major part of the Trust's headline partnership package with Brentford Lock West. The main focus of the event is to provide the opportunity for the community to take part in a sporting event. The Trust continued the partnership with race delivery partner Richmond Runfest to reduce the cost of the event.

TRUST PROJECTS

Brentford Boating Arch

The Trust continues to operate the facility as an umbrella body, which manages the resident partner clubs. Four user groups share the facility, Active360; Chelsea Kayak Club; Edge Progressive Paddling and Team Keane.

Brentford's Boating Arch forms an integral part of the strategic plan for community sports activity - particularly given the proximity of the boating arch to Brentford's new stadium.

Community Events

The Trust attended several different community events in Ealing, Hounslow and Richmond. Local events included the Hanwell Carnival, Brentford Festival - Blondin Park, Brooke Rd Street Festival and Richmond Running Festival.

A range of activities are offered including:

- Inflatable Football Pitch.
- Inflatable Speed Cage.
- Multi sports activities including Ultimate Frisbee, Football, Basketball and Dodgeball.

The Trust also attended a number of school summer fairs including Broomfield, Chase Bridge, Our Lady of Visitation, The Mall School.

Over 50's Keep-Fit and Social Club

Originally established in 2011, utilising Football League funding, the Trust 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 ensuring activity is in keeping with the attendees' health and ability levels. Support is also provided by a staff member from Ealing Youth Service.

Brentford FC Match Day

Brentford FC allocated three Championship matches during the season as 'community games.' All of the events were designed to drive interest in the football club and Trust.

The Trust and Brentford FC worked in partnership to deliver the annual 'Fanzone' & Junior Club Day ahead of the BFC v Derby County match at Griffin Park on the 6 April 2018. Located at Waterman's Park & Arts Centre in Brentford, the event was attended by 209 participants who enjoyed reduced priced tickets and access to a family sports and activity day including face painting, player appearances, inflatable activities, football & multi-sports.

In February 2019, the Trust and Brentford FC delivered the first community takeover at Griffin Park during the match against Blackburn Rovers FC. Ten children from within the Trust's projects assumed match day roles, shadowing the respective football club staff including the first-team manager, club photographer, first-team kitman, media manager, match-day announcer and match officials.

The final event was a Primary Schools day in late February for the match against Hull City. Reduced priced tickets were made available to local primary school children and their families.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

ACHIEVEMENT AND PERFORMANCE

CHARITABLE ACTIVITIES

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 & girls, ensuring they are professional & proficient within their roles.

The role also includes responsibility for marketing and coordinating the popular BFC Mascot package with the Trust recording 76 bookings during the 2018-2019 season. This revenue is retained by the Trust.

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. 246 participants took part over 20 games.

Soccer Schools

Brentford FC Soccer Schools provides children aged 5 to 12 years old with football specific holiday camps, every half-term. Soccer Schools continue to see participation increase throughout each half-term, averaging 50 participants per day. During this period, the programme engaged with 431 participants. The new weekly sessions continue to develop including an established Wednesday evening group, providing further football coaching opportunities to three different ages groups. Looking ahead, further session expansion opportunities have been identified at Goals Osterley and Gunnersbury Park Sports facility.

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 information about Trust projects and the opportunities that are available to support in a voluntary capacity. The Trust currently has 30 volunteers aged 14 to adult that volunteer regularly.

Where possible, The Trust refers volunteers on to training and qualification opportunities. Since 2014, the Trust has hosted an annual Volunteer Thank You Event, celebrating the achievements of the volunteer group. Between May - October 2018, the Trust delivered a new Volunteer Project, in partnership with the John Lyons Foundation, specifically working with 30 young people in the Ealing borough to give them volunteering opportunities, with the aim of aiding 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 increase income levels in order to provide additional cover for overheads by generating unrestricted or targeted funds through fundraising. Individual project managers remain responsible for funding, supported by the core.

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

Activities at major new facilities, starting from a base level, combined with an expansion in our coaching work-force will require investment, but our projections indicate that this will be a positive, manageable step change for the Trust, providing increased reach and scope in line with Trust objectives. We have recently employed a management accountant in response to expansion and the requirement for more detailed analysis reporting.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

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. From January 2019, the trust was commissioned for three years to deliver a new youth service for Hounslow. 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 £400,000 at the year end compared to £380,000 at 31/3/18. 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 2.7 month's estimated operating expenses. This calculation includes Fixed Assets of £34,300, 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

	31.3.19	31.3.18	
	£	£	% Increase/ (Decrease)
Unrestricted Funds (Reserves)	361,026	404,032	(10.64)%
Restricted/Designated Funds	52,787	71,699	(26.37)%
Total Funds	413,813	475,731	(13.02)%

Ratio: Unrestricted Reserves to Annual Operating Expenditure (months)	2.7 months	3.2 months
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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.

Projects in deficit

5 out of 15 projects are in deficit at the end of the year:

- Young Carers - (£3,029) A difficult environment to obtain additional small grants resulted in a small deficit for the year.
- Be Inspired -(£3,067) - We have reduced the engagement time on one session to reduce costs but still maintained the required levels of engagement.
- Kicks - (£6,600) Project is expected to level out at the end of it's project year (August 2019).
- Female Football Development - (£598) Project expected to level out at the end of it's project year (August 2019).
- GPLZ - (£691) -

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

FINANCIAL REVIEW

Financial overview for the year

The accounts for the year ended 31st March 2019 show a deficit of £61,918 compared to a surplus of £44,607 for the year ended 31st March 2018. This deficit reflects a higher level of investment in professional consultancy services linked to forthcoming new projects and a reduction in fundraising income compared to the previous year.

During the year our cash balances increased and remain strong. The level of reserves is regarded as satisfactory, 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.

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 are a strategic partner in the regeneration of sports facilities and community sport at Gunnersbury Park which is situated close to the new stadium site. We aim to create a sports and training hub that will develop a new generation of multi-sport coaches. We have considered our staff team and structure and are establishing a team that can respond to future growth. Currently we are writing a new business plan and revising our strategy towards a 2020 launch.

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.

Brentford FC Community Sports Trust

Report of the Trustees **for the Year Ended 31 March 2019**

STRUCTURE, GOVERNANCE AND MANAGEMENT

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.

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 2019

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
Brian Robert Burgess
John Lawrence Cudmore
Eileen De Souza
Karl Adrian Reynolds
Anita Ralli
Chris Gammon

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

Chief Executive

Lee Doyle

Company Secretary

Jacqueline Clair Montague

Auditors

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

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 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 2019

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.

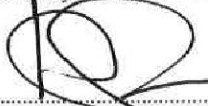
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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 18/9/19 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 2019 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 2019 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- 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.

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

Responsibilities of trustees

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


Our responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our 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: 30 September 2019

Brentford FC Community Sports Trust

Statement of Financial Activities
for the Year Ended 31 March 2019

		Unrestricted funds £	Restricted funds £	31.3.19 Total funds £	31.3.18 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	172,453	10,603	183,056	219,384
Charitable activities	4				
Core		134,221	-	134,221	142,919
Education and employment		-	296,868	296,868	269,120
Sports participation		512,393	18,995	531,388	590,405
Intervention		183,200	524,721	707,921	619,729
Health		-	65,426	65,426	89,549
Investment income	3	679	-	679	144
Total		<u>1,002,946</u>	<u>916,613</u>	<u>1,919,559</u>	<u>1,931,250</u>
EXPENDITURE ON					
Charitable activities	5				
Core		284,586	-	284,586	282,940
Education and employment		-	297,990	297,990	274,869
Sports participation		606,058	22,281	628,339	586,314
Intervention		152,276	544,599	696,875	662,258
Health		-	73,687	73,687	80,262
Total		<u>1,042,920</u>	<u>938,557</u>	<u>1,981,477</u>	<u>1,886,643</u>
NET INCOME/(EXPENDITURE)		<u>(39,974)</u>	<u>(21,944)</u>	<u>(61,918)</u>	<u>44,607</u>
Transfers between funds	17	<u>(3,032)</u>	<u>3,032</u>	<u>-</u>	<u>-</u>
Net movement in funds		<u>(43,006)</u>	<u>(18,912)</u>	<u>(61,918)</u>	<u>44,607</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>404,032</u>	<u>71,699</u>	<u>475,731</u>	<u>431,124</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>361,026</u></u>	<u><u>52,787</u></u>	<u><u>413,813</u></u>	<u><u>475,731</u></u>

The notes form part of these financial statements

Brentford FC Community Sports Trust (Registered number: 05602833)

Balance Sheet
At 31 March 2019

		Unrestricted funds	Restricted funds	31.3.19 Total funds	31.3.18 Total funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	11	34,300	-	34,300	42,910
CURRENT ASSETS					
Stocks	12	-	-	-	6,243
Debtors	13	187,222	87,016	274,238	361,346
Cash at bank	14	<u>390,991</u>	<u>62,825</u>	<u>453,816</u>	<u>384,676</u>
		578,213	149,841	728,054	752,265
CREDITORS					
Amounts falling due within one year	15	(251,487)	(97,054)	(348,541)	(319,444)
NET CURRENT ASSETS		<u>326,726</u>	<u>52,787</u>	<u>379,513</u>	<u>432,821</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>361,026</u>	<u>52,787</u>	<u>413,813</u>	<u>475,731</u>
NET ASSETS		<u>361,026</u>	<u>52,787</u>	<u>413,813</u>	<u>475,731</u>
FUNDS	17				
Unrestricted funds				361,026	404,032
Restricted funds				<u>52,787</u>	<u>71,699</u>
TOTAL FUNDS				<u>413,813</u>	<u>475,731</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 18/9/19 and were signed on its behalf by:


Chris Gammon - Trustee

Brentford FC Community Sports Trust

Cash Flow Statement
for the Year Ended 31 March 2019

	Notes	31.3.19 £	31.3.18 £
Cash flows from operating activities:			
Cash generated from operations	1	<u>74,822</u>	<u>(79,644)</u>
Net cash provided by (used in) operating activities		<u>74,822</u>	<u>(79,644)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(6,361)	(15,745)
Interest received		<u>679</u>	<u>144</u>
Net cash provided by (used in) investing activities		<u>(5,682)</u>	<u>(15,601)</u>
Change in cash and cash equivalents in the reporting period		<u>69,140</u>	<u>(95,245)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>384,676</u>	<u>479,921</u>
Cash and cash equivalents at the end of the reporting period		<u><u>453,816</u></u>	<u><u>384,676</u></u>

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 31 March 2019

I. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.19 £	31.3.18 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(61,918)	44,607
Adjustments for:		
Depreciation charges	14,971	15,787
Interest received	(679)	(144)
Decrease/(increase) in stocks	6,243	(6,243)
Decrease/(increase) in debtors	87,108	(124,262)
Increase/(decrease) in creditors	<u>29,097</u>	<u>(9,389)</u>
Net cash provided by (used in) operating activities	<u>74,822</u>	<u>(79,644)</u>

Notes to the Financial Statements
for the Year Ended 31 March 2019

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.

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.

Brentford FC Community Sports Trust

Notes to the Financial Statements - continued
for the Year Ended 31 March 2019

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

	31.3.19	31.3.18
	£	£
Donations	122,432	166,444
Other income	<u>60,624</u>	<u>52,940</u>
	<u>183,056</u>	<u>219,384</u>

3. INVESTMENT INCOME

	31.3.19	31.3.18
	£	£
Interest receivable	<u>679</u>	<u>144</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.19	31.3.18
		£	£
Coaching fees, match day income and education courses	Core	134,221	142,919
Coaching fees, match day income and education courses	Education and employment	296,868	269,120
Coaching fees, match day income and education courses	Sports participation	531,388	590,405
Coaching fees, match day income and education courses	Intervention	707,921	619,729
Coaching fees, match day income and education courses	Health	<u>65,426</u>	<u>89,549</u>
		<u>1,735,824</u>	<u>1,711,722</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct costs	Support costs (See note 6)	Totals
	£	£	£
Core	18,361	266,225	284,586
Education and employment	288,468	9,522	297,990
Sports participation	626,557	1,782	628,339
Intervention	348,050	348,825	696,875
Health	<u>73,681</u>	<u>6</u>	<u>73,687</u>
	<u>1,355,117</u>	<u>626,360</u>	<u>1,981,477</u>

Brentford FC Community Sports Trust

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2019**

6. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Core	260,096	273	5,856	266,225
Education and employment	9,522	-	-	9,522
Sports participation	1,782	-	-	1,782
Intervention	348,825	-	-	348,825
Health	6	-	-	6
	<u>620,231</u>	<u>273</u>	<u>5,856</u>	<u>626,360</u>

7. NET INCOME/(EXPENDITURE)

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

	31.3.19	31.3.18
	£	£
Audit fees	5,856	5,856
Depreciation - owned assets	<u>14,971</u>	<u>15,787</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2019 nor for the year ended 31 March 2018.

Trustees' expenses

During the year ended 31 March 2019 the trustee Eileen Da Souza claimed travel expenses totalling £Nil (2018 - £252) relating to her voluntary work at the Trust's premises.

9. STAFF COSTS

	31.3.19	31.3.18
	£	£
Wages and salaries	1,274,347	1,191,567
Social security costs	109,266	100,620
Other pension costs	<u>27,959</u>	<u>21,316</u>
	<u>1,411,572</u>	<u>1,313,503</u>

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

	31.3.19	31.3.18
Permanent staff	40	38
Casual coaches	<u>33</u>	<u>29</u>
	<u>73</u>	<u>67</u>

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

	31.3.19	31.3.18
£60,001 - £70,000	1	-
£85,001 - £90,000	-	1
£100,001 - £110,000	<u>1</u>	<u>-</u>
	<u>2</u>	<u>1</u>

Key management are the Trustees and the CEO. Their total remuneration for the year was £100,958 (2018:£93,922)

Brentford FC Community Sports Trust**Notes to the Financial Statements - continued**
for the Year Ended 31 March 2019**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (31.3.18)**

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	217,415	1,969	219,384
Charitable activities			
Core	142,919	-	142,919
Education and employment	-	269,120	269,120
Sports participation	574,754	15,651	590,405
Intervention	39,858	579,871	619,729
Health	-	89,549	89,549
Investment income	144	-	144
Total	975,090	956,160	1,931,250
EXPENDITURE ON			
Charitable activities			
Core	282,940	-	282,940
Education and employment	-	274,869	274,869
Sports participation	570,095	16,219	586,314
Intervention	107,521	554,737	662,258
Health	948	79,314	80,262
Total	961,504	925,139	1,886,643
NET INCOME/(EXPENDITURE)	13,586	31,021	44,607
Transfers between funds	(5,638)	5,638	-
Net movement in funds	7,948	36,659	44,607
RECONCILIATION OF FUNDS			
Total funds brought forward	396,087	35,037	431,124
TOTAL FUNDS CARRIED FORWARD	404,035	71,696	475,731

Brentford FC Community Sports Trust

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2019**

11. TANGIBLE FIXED ASSETS

	Sports equipment £	Motor vehicles £	Office equipment £	Totals £
COST				
At 1 April 2018	60,744	53,897	89,269	203,910
Additions	<u>2,062</u>	<u>-</u>	<u>4,299</u>	<u>6,361</u>
At 31 March 2019	<u>62,806</u>	<u>53,897</u>	<u>93,568</u>	<u>210,271</u>
DEPRECIATION				
At 1 April 2018	54,730	43,517	62,753	161,000
Charge for year	<u>3,450</u>	<u>2,595</u>	<u>8,926</u>	<u>14,971</u>
At 31 March 2019	<u>58,180</u>	<u>46,112</u>	<u>71,679</u>	<u>175,971</u>
NET BOOK VALUE				
At 31 March 2019	<u>4,626</u>	<u>7,785</u>	<u>21,889</u>	<u>34,300</u>
At 31 March 2018	<u>6,014</u>	<u>10,380</u>	<u>26,516</u>	<u>42,910</u>

12. STOCKS

	31.3.19 £	31.3.18 £
Stocks	<u>-</u>	<u>6,243</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.19 £	31.3.18 £
Trade debtors	154,756	208,743
Other debtors	483	1,328
Prepayments and accrued income	<u>118,999</u>	<u>151,275</u>
	<u>274,238</u>	<u>361,346</u>

14. CASH AT BANK

	31.3.19 £	31.03.18 £
Fund bank accounts as asset	572,079	419,626
Fund bank accounts as a liability	<u>(118,263)</u>	<u>(34,950)</u>
	<u>453,816</u>	<u>384,676</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.19 £	31.3.18 £
Trade creditors	41,940	56,049
Social security and other taxes	32,497	28,855
Other creditors	4,430	3,484
Accruals and deferred income	269,674	231,056
Accrued expenses	<u>-</u>	<u>-</u>
	<u>348,541</u>	<u>319,444</u>

Brentford FC Community Sports Trust

Notes to the Financial Statements - continued for the Year Ended 31 March 2019

16. LEASING AGREEMENTS

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

	31.3.19	31.3.18
	£	£
Within one year	3,427	1,930
Between one and five years	<u>1,287</u>	<u>5,792</u>
	<u>4,714</u>	<u>7,722</u>

17. MOVEMENT IN FUNDS

	At 1.4.18 £	Net movement in funds £	Transfers between funds £	At 31.3.19 £
Unrestricted funds				
General Fund	319,109	20,979	(22,830)	317,258
Income Generation - Sports Participation	-	9,397	(9,397)	-
Income Generation - Match Days	-	(3,266)	3,266	-
Fundraising	-	(28,961)	28,961	-
Paddle Brentford	4,811	398	-	5,209
Communities Engagement	37,202	1,197	(3,032)	35,367
Fixed Assets	42,910	(8,610)	-	34,300
Community Football Development	-	(25,346)	-	(25,346)
Soccer Schools	-	(5,762)	-	(5,762)
	<u>404,032</u>	<u>(39,974)</u>	<u>(3,032)</u>	<u>361,026</u>
Restricted funds				
Disabilities	5,663	(5,344)	-	319
GP Learning Zone	734	(1,425)	-	(691)
Young Carers	(1,486)	(1,538)	-	(3,024)
Kicks	5,109	(11,769)	-	(6,660)
Mentoring	21,302	(19,056)	-	2,246
Street Sports	11,154	2,218	-	13,372
Female Football Development	2,688	(3,286)	-	(598)
Post 16 Education	(2,339)	6,064	-	3,725
Brighter Futures	6,567	(455)	-	6,112
Healthy Lifestyles	25,267	(4,698)	-	20,569
Be Inspired	(2,960)	(107)	-	(3,067)
UB Active	-	(3,032)	3,032	-
Youth Work	-	20,484	-	20,484
	<u>71,699</u>	<u>(21,944)</u>	<u>3,032</u>	<u>52,787</u>
TOTAL FUNDS	<u>475,731</u>	<u>(61,918)</u>	<u>-</u>	<u>413,813</u>

Brentford FC Community Sports Trust**Notes to the Financial Statements - continued
for the Year Ended 31 March 2019****17. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General Fund	254,102	(233,123)	20,979
Income Generation - Sports Participation	482,747	(473,350)	9,397
Income Generation - Match Days	11,888	(15,154)	(3,266)
Fundraising	64,208	(93,169)	(28,961)
Paddle Brentford	9,390	(8,992)	398
Communities Engagement	23,617	(22,420)	1,197
Community Football Development	127,278	(152,624)	(25,346)
Soccer Schools	29,716	(35,478)	(5,762)
Fixed Assets	-	(8,610)	(8,610)
	1,002,946	(1,042,920)	(39,974)
Restricted funds			
Disabilities	157,405	(162,749)	(5,344)
GP Learning Zone	166,871	(168,296)	(1,425)
Young Carers	58,371	(59,909)	(1,538)
Kicks	103,167	(114,936)	(11,769)
Mentoring	29,064	(48,120)	(19,056)
Street Sports	64,244	(62,026)	2,218
Female Football Development	18,995	(22,281)	(3,286)
Post 16 Education	135,758	(129,694)	6,064
Brighter Futures	33,015	(33,470)	(455)
Healthy Lifestyles	68,989	(73,687)	(4,698)
Be Inspired	29,425	(29,532)	(107)
UB Active	11,309	(14,341)	(3,032)
Youth Work	40,000	(19,516)	20,484
	916,613	(938,557)	(21,944)
TOTAL FUNDS	1,919,559	(1,981,477)	(61,918)

Brentford FC Community Sports Trust

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2019**

17. MOVEMENT IN FUNDS - continued

**Comparatives for movement in funds
for the year ended 31 March 2018**

	At 1.4.17 £	Net movement in funds £	Transfers between funds £	At 31.3.18 £
Unrestricted Funds				
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	42,953	(15,787)	15,744	42,910
	396,087	13,583	(5,638)	404,032
Restricted Funds				
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
Female Football Development	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	-	(2,960)	-	(2,960)
	35,037	31,024	5,638	71,699
TOTAL FUNDS	431,124	44,607	-	475,731

Brentford FC Community Sports Trust**Notes to the Financial Statements - continued**
for the Year Ended 31 March 2019**17. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
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
Restricted funds			
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
Female Football Development	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
TOTAL FUNDS	1,931,250	(1,886,643)	44,607

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 UB Active project ended in August 2018. The deficit of £3,032 was written off to the Communities Engagement unrestricted funds.

18. 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 £27,959 (2018: £21,316).

Notes to the Financial Statements - continued
for the Year Ended 31 March 2019

19. RELATED PARTY DISCLOSURES

Donations received during the period included:

- £107,159 (2018 - £106,212) 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:

- £9,200 (2018: £26,090) from Brentford Football Club Ltd.

Expenditure for the period included:

- £8,574.(2018 - £29,782) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £Nil (2018: £550) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £696 (2018: £96) owed to Brentford Football Club Ltd.

20. 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 2019

	31.3.19 £	31.3.18 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	122,432	166,444
Other income	<u>60,624</u>	<u>52,940</u>
	183,056	219,384
Investment income		
Interest receivable	679	144
Charitable activities		
Coaching fees, match day income and education courses	<u>1,735,824</u>	<u>1,711,722</u>
Total incoming resources	1,919,559	1,931,250
EXPENDITURE		
Charitable activities		
Wages	925,908	885,246
Social security	70,938	66,925
Pensions	17,210	6,446
Premises costs	2,410	2,288
Other staff costs	24,279	50,697
Recruitment and training	15,103	22,571
Trophies	1,596	2,523
Sports and training requisites	48,716	50,585
Facilities hire	127,055	119,292
Equipment hire	3,343	20,739
Sundry purchases	18,822	27,696
Motor expenses	25,477	24,834
Travelling expenses	10,695	11,120
Marketing	27,577	19,420
Clothing	16,096	21,869
Online Sales Fees	13,847	13,360
Depreciation of tangible fixed assets	<u>6,045</u>	<u>7,053</u>
	1,355,117	1,352,664
Support costs		
Management		
Wages	348,439	306,321
Social security	38,328	33,695
Pensions	10,749	14,870
Premises costs	80,422	71,953
Insurance	4,321	3,794
Telephone, computer & internet	53,652	38,067
Postage and stationery	11,236	10,360
Sundries	13,579	6,830
Meetings	6,420	5,308
Subscriptions	4,248	2,361
Professional fees	39,911	26,054
Depreciation of tangible and heritage assets	<u>8,926</u>	<u>8,459</u>
	620,231	528,072

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Brentford FC Community Sports Trust

Detailed Statement of Financial Activities
for the Year Ended 31 March 2019

	31.3.19	31.3.18
	£	£
Finance		
Bank charges	273	51
Governance costs		
Auditors' remuneration	<u>5,856</u>	<u>5,856</u>
Total resources expended	1,981,477	1,886,643
Net (expenditure)/income	<u>(61,918)</u>	<u>44,607</u>

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