MILLWALL COMMUNITY TRUST

England & Wales · Charity number 1082274

Details

Other names	MILLWALL COMMUNITY SCHEME
Status	Registered
Legal form	Charitable company
Company number	03920152
Registered	2000-09-04
Register	View on the Charity Commission register

Contact

Address	Millwall Community Trust The Den John Berylson Way London SE16 3LN
Phone	02077400503
Email	enquiries@millwallcommunity.org.uk
Website	www.millwallcommunity.org.uk

Activities

Objects: THE OBJECTS ARE TO PROVIDE AND ASSIST IN THE PROVISION OF SERVICES AND FACILITIES FOR SPORT, RECREATION AND OTHER LEISURE ACTIVITIES, HEALTH AND EDUCATION, IN THE INTERESTS OF SOCIAL WELFARE AND SOCIAL INCLUSION WITH A VIEW TO IMPROVING THE CONDITIONS OF LIFE OF THE INHABITANTS OF LEWISHAM, SOUTHWARK AND SUCH OTHER AREAS OF GREATER LONDON AND ELSEWHERE AS THE TRUSTEES MAY FROM TIME TO TIME DECIDE.

Activities: The Scheme provides a range of activities which are either funded through grants or for which a fee is charged. The Scheme's aim is "To provide sporting, educational, social and healthy lifestyle opportunities to the local communities of Lewisham and Southwark at affordable prices". These activities include volunteering and employment opportunities and use sport as a mechanism to inspire and unite

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Amateur Sport, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** GREATER LONDON.
- Kent
- Lewisham
- Southwark

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,230,883	£1,212,060	£879,559	54
2024-03-31	£1,252,986	£1,195,664	£860,735	57
2023-03-31	£1,189,285	£1,169,588	£803,413	56
2022-03-31	£1,367,197	£1,173,943	£783,716	30
2021-03-31	£1,477,247	£929,737	£590,461	31

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Trustees

Name	Role	Appointed
Carly Rawlinson-Simmons		2024-07-18
Clive Stanley Efford		2024-12-01
Emma Parker		2023-10-30
Keith Graeme Soper		2018-07-16
Luke Spencer Wilson		2023-10-12
Mark Fairbrother		2024-07-18
Nerisa Ahmed		2024-07-18
PETER GARSTON		2017-10-18
Sarah Revell		2023-06-21
William Cooper		2024-07-18

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MILLWALL COMMUNITY TRUST

England & Wales - Charity number 1082274

Accounts

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2025

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

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Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

Company Information

DIRECTORS AND TRUSTEES:	Nerisa Ahmed (Appointed 18 July 2024) William Cooper (Appointed 18 July 2024) Clive Efford (Appointed 1 December 2024) Mark Fairbrother (Appointed 18 July 2024) Rt Hon Sir Simon Hughes (Resigned 28 November 2024) Steve Kavanagh (Resigned 10 May 2024) Peter Garston Lord Kennedy of Southwark (Resigned 10 July 2024) Emma Parker Sarah Revell Carly Rawlinson-Simmons (Appointed 18 July 2024) Keith Soper Jason Vincent (Resigned 27 April 2024) Luke Wilson
COMPANY SECRETARY:	Philip O'Halloran
CHIEF EXECUTIVE OFFICER:	Sean Daly
REGISTERED OFFICE:	The Den John Berylson Way London SE16 3LN
REGISTERED CHARITY NUMBER:	1082274
COMPANY NUMBER:	03920152
AUDITORS:	Azets Audit Services Limited Registered Auditors & Chartered Accountants Ashcombe Court Woolsack Way Godalming Surrey GU7 1LQ
BANKERS:	Barclays Bank PLC Leicester LE87 2BB

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

The Directors and Trustees present their annual report for the year ended 31 March 2025 together with the audited accounts for the year and confirm that the latter comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

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 2006.

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. The number of trustees must not be fewer than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting, all the trustees retired from office, in accordance with the articles of association. At each subsequent annual general meeting, one-third of the trustees (with longest service) are subject to retirement by rotation.
New trustees must be recommended by a trustee and are appointed by an ordinary resolution of the company.

Induction and training of new trustees: New trustees are invited to the Trust's offices at the Lions Centre to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust, plus minutes of recent meetings. New trustees are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity.

Organisational structure

The Trust is a company limited by guarantee and is registered with the Charity Commission. Six trustees (directors for company purposes) were appointed on incorporation, all of whom have since resigned. On 31 March 2025, the Trust had ten trustees. A Chief Executive, who is not a trustee, leads the Trust on a day-to-day basis supported by a Leadership team including up to three strand managers, responsible for Schools Provision (including Primary Stars); Football and Sports Development; Employment & Education; and Premier League KICKS.

The Leadership Team develop core projects and usage of the Lions Centre, related to the Trust's Charitable Aims. The Chief Executive Officer is paid at a market rate which has been approved by the board of trustees. The Trust has contracted with Millwall Football Club (MFC) to provide its finance, HR and payroll functions. A MFC Finance Manager is responsible for processing all financial reporting for the Trust.

Wider network

The Trust has a strategy of encouraging sports participation through positive partnerships. It is affiliated to The English Football League Trust, which links all professional Football League Club Community Organisations. It has contracts with Housing Associations across the London Boroughs of Lewisham and Southwark, and KICKS is supported by the Metropolitan Police and the Premier League Charitable Foundation. The Trust has a strong relationship with the London Boroughs of Southwark and Lewisham and continues to develop its new relationship with Sevenoaks District Council. In addition, the Trust has developed Service Level Agreements with a number of schools across its catchment area for curriculum and extra-curricular physical activity delivery.

Vision, Objectives and aims

The charity's objectives are for the benefit of the public generally with a clear "vision" to use the unique passion of Millwall to connect and inspire the Club's communities. The Trust's mission is that it will use the power of Millwall to improve the lives of people through engagement in sport. In this way, the Trust aims to deliver high quality services that engage, enable and improve the lives of the people in the following key areas:

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

Vision, Objectives and aims (continued)

- *Schools Coaching & Sports Participation:* To provide a high-quality sports service to schools and the community.
- *Education & Employability:* To provide inspiration, encouragement and guidance for young people and adults, leading to improved education and career opportunities.
- *Community Development & Health Improvement:* To act as a true community partner by providing sport and physical activity opportunities to improve quality of life and neighbourhoods.
- *Neighbourhood Cohesion & Celebrating Diversity:* To work with MFC in promoting neighbourhood cohesion, including disaffected young people and other target groups; and to celebrate the diversity of the local community.
- *Facility & Business Management:* To manage the Trust's facilities sustainably, providing the community with opportunities to participate in sport, physical activity, health, and education; to ensure the financial and budgetary requirements of the Trust are provided in an appropriate manner.
- *Strategic Business Development:* To work to a Business Plan, taking into consideration the vision, ambitions and future aspirations of the Trust.

Lions Centre and St. Paul's Community Sports Ground
The Lions Centre is the Trust's operational HQ. Opened in 2002, the Centre offers excellent facilities, including a sports hall, indoor Artificial Grass Pitch, two study centres, a seminar room, refreshment bar, office and changing space. The Centre is primarily used to build sports participation amongst the local community, train new coaches and forge links with local schools, community groups and businesses.

In December 2016, the Trust took on the management responsibility of St Paul's Community Sports Ground in Rotherhithe, Southwark. The facility offers a full-size, floodlit artificial turf pitch, a club room, changing rooms and spectator facilities enclosed within a secure sports ground fencing. The facility is the home venue for: Fisher FC; Millwall Lionesses; Millwall Lionesses Girls Football Academy; and Millwall Romans and Pride (LGBTQ+). The venue also hosts a number of local grass clubs, schools and higher education institutions.

The facilities act as venues for the Trust's post-16 football, education and coaching Academy, an educational programme that provides interactive sports learning programmes for local young people aged 16-19 years. Educational delivery is focused and tailored to meet the needs of young people with a combination of classroom-based lessons, followed by practical sessions in the gymnasium, outdoor or indoor football pitches.

During 2023/24, the London Borough of Southwark invited tenders for a five-year contract to manage St Paul's to commence in May 2024. The Trust's tender was successful and a new contract between Southwark and the Trust has been agreed. Over Summer 2025, Southwark funded the renewal of the artificial turf pitch and improvements to the floodlights.

The Trust aims to create a sustainable year-round community sport offer for the residents of Southwark and Lewisham and our partners, including Sevenoaks District Council. It has embarked on discussions with parties interested in working with it to decide where additional delivery hubs will be, enhancing the range of opportunities for all.

Related parties
Whilst the Trust is an independent organisation constituted as a company limited by guarantee with charitable status directed by a board of trustees, it has a longstanding working relationship with Millwall Football Club. The Trust evolved from a Football in the Community programme originally established in 1985, which was a partnership between the football club, and Lewisham and Southwark local authorities.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

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.

Significant activities
The Trust provides a broad range of opportunities throughout the year, designed to engage the local community in sports, health and education activities. This ranges from the schools' sports programme that is offered across a range of sports to the comprehensive social inclusion programmes in Lewisham and Southwark. 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 regarding the public benefit arising from the activities they decide the Trust will undertake. The objectives and aims of the Trust are covered in more detail in these notes. The Trust provides thousands of people within the surrounding community with a range of free or affordable opportunities to participate in sport and leisure promoting inclusion and opportunity for all who wish to take part. In addition, the Trust is working with local partners to improve facilities with the aim of providing more sporting opportunities.

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

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

STRATEGIC OVERVIEW OF THE YEAR 2024-25

Introduction

It is 40 years since the Millwall Community Scheme was established in 1985 as a result of a Greater London Council (GLC) initiative that offered London football clubs revenue funding for the employment of a single worker, plus a working budget for a five-year project to develop links and programmes within their communities. In the intervening years, the Trust has grown to offer a diverse range of sports, health, education and inclusion projects.

Since the disruption caused by COVID-19 restrictions imposed during 2020 to 2022, which resulted in temporary closures of the Lions Centre and St Paul's Community Sports Ground and the suspension of a number of the Trust's activities, the Trust has built on its refreshed vision, mission, aims and objectives and continued in its ambition to be more outward facing with an emphasis on partnership working and collaboration. The Trust has worked closely with its partners in the planning and delivery of an inclusive range of sporting and social opportunities for thousands of young people and adults living in disparate communities across Lewisham, Southwark and Sevenoaks District Council. Specific support provided by the Trust to the local community included:

- Lions Centre provides space for a food bank, serving 120 families per week.
- Outdoor football and sports activities were arranged for school-age children during the Easter/Summer/Christmas school holidays in 2024 and February 2025 which included lunches produced by football club catering staff, providing over 8,500 free places and free meals.
- The Trust runs an alternative schools' provision at its Lions Centre site, with a weekly attendance of 57 students.
- The Trust provided 800 free health checks at the stadium for local residents
- Over 3,000 hours of provision was delivered in local schools

Post-COVID, the Trust has re-established itself as a significant provider of sport, health, education and community development opportunities for children, young people and adults across Southwark and Lewisham. The Trust has expanded and enhanced sports provision and continues to improve the quality of life for both individuals and neighbourhoods.

The aims and objectives agreed for each strand of activity this year resulted from our regular review of the values, principles and services provided by the Trust. The strategic financial aim is for the Trust turnover to be split between funded projects and services and generated income. This is a considered strategy to ensure that our income streams are spread across a range of sources to protect against the risk of funding declining or income generation reducing.

Maintaining some projects that deliver social outputs, such as disability programmes, place a strain on Trust finances, which is a continuing, yet accepted, challenge. Nevertheless, it has continued to "right-size" the organisation to maximise resources available as well as ensuring there remains significant social impact to its work. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult. Partners have been responsive to the challenges that the Trust faces, and it has had success in developing new themes of work, particularly in health improvement and employability, which now deliver some exciting and innovative projects, including the establishment of a Job Centre at the Lions Centre.

It is through the delivery of its programmes by dedicated staff that it continues to capture the imagination and commitment of the growing number of local people that use its services. The Trust aims to create a sustainable year-round community sport offering for the residents of Southwark and Lewisham. In 2024/25, on average over 8,000 young people weekly and over 14,500 residents annually have been engaged and benefitted by using the services provided by the Trust, with support from the football club.

A detailed analysis of the 'end of year' reports provided by programme managers defines a richness in the quality and diversity of the Trust's work and pays tribute to the enormous dedication and professional competence of full and part time staff. In this short summary of the outcomes of the Trust's work, the Trust will draw attention to its achievements and will attempt to summarise the impact the Trust's programmes has made to the growth and development of young people, teachers, community entrepreneurs and public and voluntary bodies.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

Introduction (continued)
Below is a breakdown of specific projects. The funded projects have a duration of 1-3 years. Each project manager is responsible for their specific cost centre and submits proposals for funding. The CEO also develops large funding proposals and supports management staff with their projects.

Charitable activities – Schools Coaching
Following the disruption caused by COVID, the Trust resumed delivery of school curricular and extra-curricular sports programmes across the two core boroughs of Lewisham and Southwark. It took time for some schools to permit the Trust to resume its activities, and some have chosen to make internal arrangements. In response, a new programme offer was launched, including the delivery of targeted girls-only sessions and practical PSHE sessions focusing on nutrition and health. The Trust is now delivering 40 sessions per week, compared with 35 per week in 2023/24 and over 70 pre-COVID.

The Trust also organises sports days, summer fetes and fairs at schools in Lewisham and Southwark, including supporting large community events such as Lewisham People's Day and Bermondsey Carnival. Also supporting MFC's outreach work in the community, via the FANZONE.

Other activities include boys and girls football competitions on behalf of the Premier League & EFL.

Charitable activities - Sports Participation
Holiday Food and Activity (HAF) Courses
The Trust undertakes a large sports participation programme both in football and multi-sports. The Trust's coaching staff deliver a range of sports in schools, local grass roots football clubs and sports centres, on behalf of community groups and organisations, and deliver holiday course programmes during the school holidays. School holiday provision (9 weeks per year) for boys and girls is delivered at venues in Lewisham, Southwark and Kent, including the Lions Centre, and St Paul's Sports Ground.

Term-Time Football Club
The Trust continues to deliver Term-Time Football Club (player development centre), the after-school football coaching programme. Sessions are offered two nights per week and at the weekend engaging children aged 4 - 12 years. It continues to develop this programme and align it more closely to the schools coaching programme to encourage children to continue their participation outside of school and increase attendance levels.

Football Development
The Trust has a strong relationship with the Millwall FC Academy and Millwall Lionesses, with a number of participants from its activities being invited to trial for and then sign for the appropriate club. Term-time Football Club continues to provide a sustainable foundation for young player development, with currently four first team Lionesses players first starting their football journey with the Trust and attending the Millwall Girls Football Academy programme.

Millwall Lionesses and Girls Football Academy
Millwall Lionesses is one of the oldest clubs and most recognisable names in women's football. Founded in 1971, the Lionesses became the first club in the country to be officially affiliated to a professional men's team in the 1980s, as MFC sought to strengthen its ties with the local community. Following the decision in May 2019 to relinquish the FA Women's Championship licence, the Trust is registered with the London Football Association to operate Millwall Lionesses Football Team. This team plays in the London & South-East Regional Women's League. As part of the on-going partnership with MFC and the Trust, the Lionesses first team train and play their fixtures at St Paul's Sports Ground.

Millwall Lionesses was the first club in the country to open a Girls' Centre of Excellence (a model that was later adopted by the FA and rolled out across the country), allowing MFC to develop players from the age of eight years. In March 2020, the Trust decided that it would own the Girls' Football Academy in line with the Boys' Academy and the Lionesses are currently fielding Girls Football Academy squads at U12, U14, U16 and U18 levels.

Premier League Girls
The Trust successfully applied for funding to run three Premier League Girls' Satellite Clubs. It delivers two centres for female participants aged 8-16 years.

The Premier League Girls programme enables talented girls to experience a higher standard of football and coaching, as well as understanding more about the possible pathways they may be able to take, either in elite football with the Girls Football academy or transitioning into local partner football clubs.

Club Partnerships
The Trust has formed partnerships with various grass roots local football clubs in Lewisham, Southwark and Kent, working with them to host Trust football holiday camps, player development centres, coaches CPD events, tickets to MFC matches (which promotes a new supporter base for MFC). Income will be based on a 50/50 profit split.

Toddler Soccer – (Cubs)
The Trust delivered football provision within their own sites for 3-4 years developing core physical skills.

Joy of Moving - "Move and Learn"
Delivery of EFL *Healthy Lifestyle* programme within 15 schools over the school year, as a six-week programme consisting of education and physical activity workshops, linking in the *Healthy Schools* accreditation, funding from EFL of £12,000.

Charitable activities - Disability Projects
The Trust is fully committed to increasing the number of structured and regular sports and physical activities available to residents of all ages with disabilities within the London Boroughs of Lewisham and Southwark. All SEN schools facilitate a provision that includes Drumbeat, Orchard and Spa School who have all signed up for the current academic year.

Millwall DS Lions are the official Millwall Downs Syndrome Team. The group come together once a month at the Lions Centre and there are a mixture of fun training sessions and matches against other Downs Syndrome teams run by other professional community football clubs.

Millwall Lions is the official Millwall mental health team, which trains weekly at the Lions Centre and compete in the South London Grassroots Football League. The group is managed by SLAM (South London and Maudsley Mental Health Trust) and the Trust supports the programme by providing free facility usage and a coach to support the sessions.

Charitable Activities – Community Development Programmes
Premier League KICKS
Premier League KICKS is the Premier League's flagship community initiative. It has a long history of using the power of football and the value of sports participation to help hard-to-reach youngsters in some of the most disadvantaged areas of the community, turn their lives around. By engaging young people between the ages of 8-19 in constructive activities, including a wide variety of sports, coaching, music and educational and personal development sessions, local communities have been transformed with impressive sports participation rates and the authorities reporting significant reductions in anti-social behaviour.

The Trust has managed to continue to maintain a high percentage of delivery and coverage through securing local match funding. It works closely with Southwark Youth & Play (Southwark) and Lewisham Council to identify locations in need for constructive youth provision, where we now have a number of successful Premier League KICKS satellite venues throughout both boroughs.

19+ Football
The Trust works in partnership with Active Communities Network to provide free weekly football sessions for young people between the ages of 19-24. Although the sessions are open access, they aim to engage with young men and women who are either out of education or employment and the majority who engage are ex-KICKS participants. This session provides evidence that participants' relationship with the Trust is enduring and, in some cases, continues long into adulthood.

Mentoring
The Trust makes a commitment to support a number of people between the ages of 16-24 who have demonstrated a commitment to enrol on the active mentoring programme.

Young people benefit from: -

- Good learning environment by supporting qualified coaches at the Trust.
- Mentoring 1:1 support with a project manager.
- Opportunity to enrol on accredited coaching courses to gain an insight in the coaching world of professional development and other educational awareness training.
- Access to a variety of coaching session plans.
- Variety of mentoring opportunities through the different departments at the Trust such as community development, sports development and Lions Centre or St Paul's Community Sports Ground facilities.

DIVERT
DIVERT is a Metropolitan Police service diversion programme where the Trust provides a Custody Intervention Coach based in Lewisham Police Station. DIVERT's mission is to speak with 18-25-year-olds while they are still in police custody with the aim of finding them employment, education and training. Using a teachable moment, the Trust engages with individuals who have been arrested and listen to what they want to aspire to. Using sustained and effective support it then refers young adults to respective organizations and employers.

Ultimately DIVERT's goal is to prevent reoffending and reduce crime. The programme runs separately to the criminal justice system, which allows access to young adults on a bespoke, case-by-case basis and tailor work to ensure that young people receive the most effective support. So far, the Trust has worked with over 300 young adults and helped nearly 125 people into employment. The overall reoffending rate is just eight per cent.

Millwall Walking Sports Clubs
The Trust works in partnership with the Southwark Pensioners Centre and the SE London Alzheimer's Society to deliver weekly Walking Sports Clubs for older people across the London Borough of Southwark. The programme supports older people and those with two or three limiting long-term health conditions, dementia, mental health difficulties, limited mobility or those who are inactive, to stay fit and healthy. The two-hour weekly activities offer older people the opportunity to meet other people have fun, stimulating the mind, and developing balance and hand-eye coordination. It offers an opportunity for a target audience that would not otherwise be active and may feel disengaged with the local community. Before and after each activity, the group have open and individual conversations over refreshments, allowing members to help each other by sharing life experiences and thus reducing stress, isolation and loneliness.

Under the health improvement banner, the Trust has developed a male adult health programme (MAN v FAT), with over 60 adults attending weekly physical and educational sessions on lifestyle change.

Charitable Activities - Education and Employability Programmes
The aim for the Trust's Education and Employability strand is to provide a suitable and robust education and employability programme to target groups within the Boroughs of Lewisham and Southwark. Over the course of the year, these programmes and have developed and changed to meet the needs of those we are working with and to ensure we are compliant and working to meet regulatory requirements.

Alternative Provision
The Trust has adapted its AP offer into an AP Academy, which provides a natural pathway into our post-16 initiatives. This has enabled the Trust to tap into the mainstream market more and approach local schools to offer its services as AP provider which acts as a pre-cursor to post-16 programmes.

Alternative Provision (continued)
All students are on task to achieve BTEC qualifications this year with Year 10 students working towards an award and Year 11 looking to achieve a Diploma. Education partners such as the ASDAN have been very supportive with the moderation of work and will continue to externally verify the work the Trust is doing to ensure it maintain the highest standards.

The AP has been quality assured by both LB Lewisham and LB Southwark and the short-term objective is to increase the number of learners referred and the range of schools worked with. This will subsequently increase the current number of days of delivery and enable further investment in the development of the Trust AP.

MCT Post 16 Football and Education Academy
Extensive time and effort has been invested into improving the overall quality of Academy provision, in conjunction with Lewisham College. This has subsequently led to an increase in numbers on the programme, improved reputation in the local area, strong links created with partner schools and the implementation of additional offers such as a pre-season training programme, and the Trust's Coaching Pathway Scheme. There are 64 young people on the programme across two academic years, studying two qualifications, NCFE Level 2 and BTEC Level 3 Diploma.

Equality & Diversity
The year has seen the Trust diversify in the provision and delivery of its programmes, i.e. with the development of the Millwall Romans and Millwall Pride football teams (LGBTQ+) with a membership of over 50 players, and to ensure that programmes are run within budget and impact the community.

In December 2020, MFC and the Trust started the first-ever audit of Board members, staff, volunteers and participants as part of an ongoing commitment towards equality, diversity and inclusion in all areas of operations. An internal survey was sent to all appropriate stakeholders and its findings allowed MFC to set necessary benchmarks as part of a new widespread and multi-faceted anti-discrimination strategy. Included within that was the formation of an Equality, Diversity and Inclusion Code of Practice to cover departments throughout MFC and the Trust's activities and recruitment processes.

In January 2021, MFC and the Trust announced the formation of its new 'Equality Steering Committee' - a team of MFC and Trust employees, fans and external advisors brought together to drive all initiatives, projects and strategies relating to all the above. The Committee continues to meet monthly with all members responsible for actioning differing tasks or objectives in between. The overall aim of the Committee is to ensure that MFC and the Trust remain an industry leader when it comes to combatting discrimination within the sport and to ensure that its environment is diverse and inclusive. In December 2023 MCT and MFC appointed its own EDI manager to oversee, all inclusion programmes within the Club and Trust.

FUTURE DEVELOPMENTS

Following discussions regarding proposals for the development of the site around the Lions Centre, trustees have given their backing to MFC to negotiate with LB Lewisham for a new lease for the land around The Den. The Council has agreed in principle that a new long-term lease of all the land occupied by MFC and by the Trust would be granted containing provisions allowing the redevelopment to be carried out. Discussions on the duration of the long-term lease are ongoing. The Trust's base, The Lions Centre, will be relocated, and discussions are being held to have the new site the hub of the community, with partners, NHS, Department work and pensions, doctor's surgery, pharmacy etc.

The architects appointed by the Football Club have created a scheme to redevelop and regenerate the land around The Den which includes expanding the stadium, bringing it and its facilities into line with Premier League requirements, a new centre for the Trust within the stadium, protection of MFC's youth academy's status, and a hotel and conference centre.

In February 2023, MFC received planning permission to build a new training ground in Sevenoaks Kent, which has given the Trust an opportunity to develop programmes in the Kent area.

This is all very good news for the Trust, MFC, its supporters and, above all, for the local community.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

FUTURE DEVELOPMENTS (continued)

The Trust will continue to develop core themes of activity, which in turn will create social value outputs. Some new health improvement, alternative education and employability projects have been maintained during 2024/25. The Trust is strategically developing a new delivery portfolio, building sustainability into each project. It will also continue to increase activity and partnerships at the Lions Centre, creating additional income. As an example, it is widening the scope of holiday course opportunities by developing the multi-sport and activity programme to create a sustainable year-round offer.

COVID-19
Looking forward and having reviewed the new business plan with the Chief Executive, the Trust is confident about its prospects, as the effects of the COVID pandemic recede. The results for the year to 31 March 2025 continue to be less impacted than in previous years, with the introduction of robust cost control measures. The board remains confident about the Trust's long-term viability. As such, all financial information has been prepared on a going concern basis, as the trustees feel this is the most appropriate presentation of information based upon their medium- and long-terms plans and financial projections.

Further comments on accounts 2024/25
The balance sheet as at 31 March 2025 shows reserves of £879,558 with good levels of cash at bank (compared with £860,735 in 2023-24). Total reserves increased by £18,823 (2023/24 increased by £57,322 to £860,735) with a £37,596 increase in Restricted Reserves (2023/24 decrease by £48,360 to £11,488). There was an decrease in Unrestricted Reserves by £18,773 (2023/24 increase £105,682 to £849,247). Total income decreased from £1,252,986 to £1,230,883 (in 2023/24 increased to £1,252,986) and costs of charitable activities decreased from £1,195,884 to £1,212.060 (in 2024/25 increased to £1,196,664).

The Directors continuously review the Trust's income streams and expenditure to identify potential efficiency cost savings to mitigate against projects that produce financial deficits. Much consideration has been given to restructuring the Trust's activities in the light of the current economic climate and cost of living challenges.

Core Funding
Significant funding support comes through Premier League Charitable Fund, English Football League Trust, The FA, two local authorities, LB Lewisham and LB Southwark, and the London Mayor's Fund. The Trust is also grateful for the generous in-kind publicity and logistical support it receives from Southwark News. Most of the expenditure is on staff and volunteers and the other funds are committed to overheads from occupying offices not on club premises.

The Trust is continuously developing creative partnerships to enable projects to evolve. Maintaining projects that deliver social outputs but place a strain on Trust finances is a continuing challenge. For example, despite the superb work of the Education and Employability Team and the Disability Department, which is considered an essential element of the Trust's plans going forward, margins are exceptionally tight. Nevertheless, there is a social output value to this project beyond the profit and loss report.

Core Costs – Full Costs Recovery Model
The Trust aims to employ a full cost recovery model, offsetting costs across projects. In recent years, this has become increasingly difficult due to reduced funding and increased costs. There is a limit to the amount each funder will allow for management and overheads. As a guideline the Trust aims to recover 15% for management costs plus a proportion of overheads. It is finding that with some projects it cannot recover the full overhead cost which places pressure on core funding.

Investment performance
In recent years, the Trust has kept its reserves as cash at bank. However, interest rates have been regularly monitored to enable trustees to take an informed view as to whether the Trust could receive a competitive rate of interest if reserves were kept on deposit. This option has been implemented during 2024/25 in the light of the current interest rates levels.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

Reserves policy
Trustees aim to keep reserves equal to three months' operating expenses, which is currently estimated to be in the region of £255,000, and are aiming to increase reserves to a new target of six-months' operating expenses. In addition, new funding achieved in 2020/21 has been maintained in 2024/25, with the exception of *Huski Chocolate* funding via MFC. At the 2025/26 year-end, it is expected that the Trust will continue to be in surplus, and the reserves will be in a healthier position.

Funds in deficit
Whilst project margins are tight, some projects have been run in previous years at a deficit. This year it is planned to ensure that all programmes are run in line with budgets and are reviewed monthly to make any adjustments that are needed.

Principal funding sources
Funding is achieved for grassroots sports development linked to community cohesion, social inclusion, health improvement, education, engagement, employability and participation in sport. The Trust has a number of funding partners including central and local government as well as sports and local charities, such as the Premier League Charitable Trust, The FA, EFL Trust, housing associations, local authorities and in-kind support from MFC. During 2020/21, the Trust received a substantial legacy from MFC, which was invested during 2021/22 and has helped to provide welcome stability to its finances. Some funds are generated through the organisation of in-school and extra-curricular coaching, weekend and holiday sports clubs, Coach education and a football development programme.

TRUSTEES' RESPONSIBILITIES
The trustees (who are also the directors of the Trust for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company Law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to: -

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2025

CONCLUSION

The Trust is looking forward to working with MFC and LB Lewisham to support the proposals for the redevelopment of the land held by MFC and the Trust. A strong relationship with MFC remains and the Trust's commitment to deliver high quality services that engage, enable and improve the lives of the people of Lewisham, Southwark, Sevenoaks and the wider 'Millwall Community' continues to drive staff, trustees and volunteers in their excellent service to the organisation.

The Trust faces the challenge of taking community engagement to a new level with optimism and positivity in light of MFC retaining its place in the English Football League Championship. There is a tangible excitement about the future - both on and off the field.

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Keith Soper
Chair of Trustees

Date: 12/12/25

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion

We have audited the financial statements of Millwall Community Trust (the 'charity') for the year ended 31 March 2025, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 auditor's report 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.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

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 Directors and Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustee's Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the accounts.

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.

Responsibilities of trustees

As explained more fully in the Trustee's responsibilities (set out on page 14), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

.....

David Lawrence BSc (Hons) FCA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited
Statutory Auditors & Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey
GU7 1LQ

Date: 17 December 2025

Millwall Community Trust

Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
INCOMING RESOURCES					
Incoming resources from charitable activities					
Grants, donations and contracts for projects and activities	4	225,033	232,700	457,733	560,079
Sub-total Grants		225,033	232,700	457,733	560,079
Soccer Schools		-	-	-	-
Schools coaching		504,280	-	504,280	279,910
Other fees and income	3	10,000	-	10,000	138,893
Facility hire and other rental income		258,870	-	258,870	274,104
Total Income		998,183	232,700	1,230,883	1,252,986
EXPENDITURE ON:					
Charitable activities:					
Sport and education programmes	5	1,051,863	160,198	1,212,060	1,195,664
Total Expenditure		1,051,863	160,198	1,212,060	1,195,664
NET SURPLUS/(DEFICIT)	2	(53,679)	72,502	18,823	57,322
Transfers between funds	14	34,906	(34,906)	-	-
NET MOVEMENT IN FUNDS		(18,773)	37,596	18,823	57,322
TOTAL FUNDS brought forward		743,565	59,848	803,413	803,413
TOTAL FUNDS carried forward	14	724,792	97,444	822,236	860,735

The Statement of Financial Activities includes all gains and losses in the year. All income/ (expenditure) derives from continuing activities.

The notes on pages 19 to 28 form part of these accounts

Millwall Community Trust

Balance Sheet
as at 31 March 2025

	Notes	2025 £	2024 £
FIXED ASSETS			
Tangible assets	9	50,937	43,802
CURRENT ASSETS			
Debtors	10	275,096	250,915
Investments	11	243,351	243,351
Cash at bank and in hand		476,952	493,157
		995,399	987,423
CREDITORS			
Amounts falling due within one year	12	(166,777)	(170,490)
NET CURRENT (LIABILITIES)/ASSETS		828,622	816,933
TOTAL ASSETS LESS CURRENT LIABILITIES		879,559	860,735
NET ASSETS	15	879,559	860,735
FUNDS			
Unrestricted funds			
General funds	14	830,473	849,246
Total unrestricted funds		830,473	849,246
Restricted funds	14	49,085	11,488
Total Funds		879,558	860,734

These Financial Statements from pages 19 to 28 have been approved by the Board of Directors on 12/12/2025 and signed on its behalf by

.....
Keith Soper
Trustee

The notes on pages 19 to 28 form part of these accounts

Millwall Community Trust

Statement of Cash Flows
For the year ended 31 March 2025

	2025 £	2024 £
Net movement in funds for the reporting period	18,823	57,322
Adjustments for:		
Depreciation charges	6,215	3,675
Decrease/(Increase) in debtors	(24,181)	(133,744)
(Decrease)/Increase in creditors	(3,713)	30,638
Net cash provided by (used in) operating activities	(2,856)	(42,109)
Cash flows from investing activities:		
Purchase of plant and equipment	(13,350)	(13,179)
Net cash provided by (used in) investing activities	(13,350)	(13,179)
Change in cash and cash equivalents in the reporting period	(16,206)	(55,288)
Cash at the beginning of the reporting period	493,157	548,445
Cash at the end of the reporting period	476,951	493,157

The notes on pages 19 to 28 form part of these accounts

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

1. ACCOUNTING POLICIES

1.1 Statement of compliance

Millwall Community Trust is a private company limited by guarantee, incorporated in England. The registered office is The Den, John Berylson Way, London. The nature of the charity's operations is set out in the Report to the Trustees.

The financial statements have been prepared in accordance with 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) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Basis of preparation

Millwall Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.3 Going concern

Trustees have paid particular attention to the impact of COVID-19 on the operations of the Trust and are confident that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

1.4 Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	25% straight line basis
CCTV system	20% straight line basis
Leasehold improvements	20% straight line basis
Fixtures and fittings	15% straight line basis
Sports Equipment	10% straight line basis

The Ball Court Extension was completed in November 2005. The extension is considered to have three separately identifiable components each of which have different estimated useful lives, as detailed below. All of the parts are depreciated on the straight-line basis.

Astroturf	10 years
Roof	17 years
Building	17 years

1.5 Voluntary Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of certain services and facilities provided by MFC and Footballers' Further Education and Vocational Training Society Limited has not been included.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

1.6 Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The grants are split between different types of incoming resources as deemed appropriate.

The grant for the Ball Court Extension has been treated as deferred income and will be matched to the capital expenditure it relates to. It will be released in line with the estimated useful life of the building. This policy is considered to be appropriate as it reflects a fairer position of the charity in relation to the income and expenditure of the Ball Court.

1.7 Other income receivable

Fee income from soccer schools and schools coaching, facility and other equipment hire is recognised when the service is performed.

1.8 Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure is reported as part of the expenditure to which it relates:

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

Support costs include other professional fees and charges or credits relating to the Company's Value Added Tax partial exemption registration. These costs and credits have been allocated directly to such activities, where possible and otherwise with reference to the proportion of total restricted income to total unrestricted income.

Governance costs include those associated with meeting the constitutional and statutory requirements of the Charity which include the audit fees and costs linked to the strategic management of the Charity.

1.9 Restricted Funds

Restricted funds are to be spent on specific cost items and monitored by the donor throughout the life of the grant. Expenditure which meets these criteria is charged to the fund together with a fair allocation of premises and administration overhead. Staff costs and overhead expenses are allocated to projects and activities on a fair and reasonable basis within the terms and conditions of the funding provided. In the event that funding is not used by the Trust for specified purposes, there is a contractual obligation to repay donors.

1.10 Unrestricted Funds

Unrestricted funds are grants, donations and other income received or generated for the objects of the charity. Any surplus from grants received are reinvested towards the charitable aims of the Trust.

1.11 VAT

Income and expenditure have been included inclusive of VAT where VAT is considered to be irrecoverable.

1.12 Debtors

Short term debtors are measured at transaction value less any impairment. At each balance sheet date, debtors are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is measured as the difference between the carrying amount and the amount expected to be received.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

1.13 Creditors

Short term trade creditors are measured at transaction value. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

1.14 Investments

Investments are held at cost.

1.15 Key Judgement and Estimates

The only key judgement and estimate is considered to be the Ball Court depreciation which is detailed in note 1.4

2. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR

	2025	2024
	£	£
This is stated after charging or (crediting):		
Depreciation of tangible fixed assets owned by the Charity	6,215	3,675
Amortisation of ball court grant	-	-
Auditors' remuneration		
Audit services	15,750	12,000

3. OTHER INCOME

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Sponsorship income	-	-	-	50,000
Investment income	-	-	-	21,542
Other income	10,000	-	10,000	67,151
	10,000	-	10,000	138,893

The income received in the year ended 31 March 2024 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

4. GRANTS, DONATIONS AND CONTRACTS FOR PROJECTS AND ACTIVITIES

	Unrestricted	Restricted	Total 2025	Totals 2024
	£	£	£	£
Active Communities	-	-	-	38,500
Football League Trust – Core Funding	-	-	-	36,531
Premier League Kicks	-	130,000	130,000	221,047
Kinder Move & Learn	-	12,850	12,850	12,190
Lewisham Winter Health	-	-	-	25,500
National Citizenship Service	-	-	-	21,816
Premier League Trust – Primary Stars	-	50,000	50,000	-
Southwark Neighbourhood Fund	-	9,000	9,000	5,000
Sundry Donations and associated gift aid	58,249	-	58,249	36,515
The Mayors Fund for London	166,784	-	166,784	148,960
Young Londoners Fund	-	30,850	30,850	13,750
Young People Mentoring	-	-	-	270
	225,033	232,700	457,733	560,079

Projects and Activities
Of the income from projects and activities received in the year ended 31 March 2024, £282,592 was restricted and £277,487 was unrestricted.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

5. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SPORT AND EDUCATION PROGRAMMES

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Salaries	575,975	158,309	734,284	731,857
Sports equipment and kit	-	-	-	12,444
Hire of facilities	-	-	-	59,523
Other project and activity costs	168,395	1,889	170,284	26,148
Staff training	-	-	-	6,952
Transport, travel and motor expenses	-	-	-	24,705
Premises costs	101,592	-	101,592	136,297
Printing, post, stationery and telephones	24,461	-	24,461	28,396
Computer equipment and software	20,263	-	20,263	12,163
Depreciation	6,215	-	6,215	3,673
Advertising	2,911	-	2,911	875
Other expenses	118,479	-	118,479	76,712
Governance Costs (Note 8)	15,750	-	15,750	15,000
Support Costs (Note 7)	17,822	-	17,822	20,074
	1,051,863	160,198	1,212,060	1,154,819

Of the costs incurred in the year ended 31 March 2024, £861,038 was unrestricted and £312,904 was restricted.

6. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SUPPORT COSTS

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Professional fees	11,038	-	11,038	13,399
Company Secretary fees and expenses	4,815	-	4,815	6,675
Other expenses	1,969	-	1,969	-
	17,822	-	17,822	20,074

The costs incurred in the year ended 31 March 2024 £17,674 was unrestricted and £2,400 was restricted.

7. RESOURCES EXPENDED
GOVERNANCE COSTS

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Audit	15,750	-	15,750	15,000

The costs incurred in the year ended 31 March 2024 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

8. STAFF COSTS AND NUMBERS

	2025	2024
	£	£
Staff costs were:		
Salaries and wages (including coaching staff)	679,060	737,130
Social security costs	52,335	45,587
Pension costs (defined contribution)	10,887	9,636
	770,438	792,353

Defined contribution pension costs are allocated in line with the associated salaries and wages costs incurred within each fund.

The average weekly number of employees during the year, calculated on the basis of full-time equivalent was as follows:

	2025	2024
Core Staff	14	15
Casual coaches	10	10
	24	25

The average number of staff employed during the year was as follows:

	2025	2024
Core Staff	14	15
Casual coaches	40	42
	54	57

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2025	2024
£70,001 - £80,000	-	-
£80,001 - £90,000	1	1

During the year remuneration of £85,000 (2024: £85,000) was paid to Key Personnel.

During the year remuneration of £Nil (2024: £12,000) was paid to the Trustees. The 2024 amount was initially paid to Jason Vincent for his work on behalf of the Trust in respect of an EDI role in a pilot scheme funded by the EFL Trust. This was subsequently repaid to the Trust by sponsorship from Millwall Football Club so no cost to the Charity was undertaken in the year.

During the year expenses of £Nil (2023: £Nil) were paid to the Trustees.

Various volunteers helped the Trust during the year, assisting with delivery of projects, administration and general maintenance at the Lions Centre.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

9. TANGIBLE FIXED ASSETS

	Ball Court extension	Leasehold Improvements	CCTV system	Computer equipment	Sports equipment	Fixtures and fittings	Total
	£	£	£	£	£	£	£
Costs							
At 1 April 2024	1,503,771	15,066	4,460	44,647	56,539	36,914	1,661,397
Additions	-	-	-	11,786		1,564	13,350
Disposals							-
At 31 March 2025	1,503,771	15,066	4,460	56,433	56,539	38,478	1,674,747
Depreciation							
At 1 April 2024	1,503,771	15,066	4,460	42,777	29,389	22,132	1,617,595
Charge for the year		-	-	1,185	2,715	2,315	6,215
Disposals							-
At 31 March 2025	1,503,771	15,066	4,460	43,962	32,104	24,447	1,623,810
Net Book Value							
At 31 March 2025	-	-	-	12,471	24,435	14,031	50,937
At 31 March 2024	-	-	-	1,870	27,150	14,782	43,802

All tangible fixed assets are owned by the charity and are used directly for charitable purposes.

Millwall Community Trust has a 25 year lease with the London Borough of Lewisham to occupy the Lions Centre at a peppercorn rent. The lease expires on 19 November 2029.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

10. DEBTORS

	2025 £	2024 £
Grants and income receivable	147,145	238,103
Other taxes and social security	14,285	12,812
Prepayments and accrued income	113,666	-
	275,096	250,915

11. INVESTMENTS

	2025 £	2024 £
Investments	243,351	243,351
	243,351	243,351

12. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2025 £	2024 £
Trade creditors	105,073	78,878
Other taxes and social security	16,876	14,027
Accruals and deferred income	44,828	77,585
	166,777	170,490

13. OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	2025 £	2024 £
Not later than one year	6,773	3,227
Between two and five years	6,175	-

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

14. MOVEMENT IN FUNDS

Restricted funds	1 April 2024 £	Incoming £	Outgoing £	Transfers Between Funds £	31 March 2025 £
Divert Programme (MPS)	1,397	-	-	-	1,397
Premier League Kicks	(105,406)	130,000	(111,374)	(19,500)	(106,280)
Kinder Move & Learn	27,385	12,850	(6,325)	(1,928)	31,982
Lewisham Youth Service	44,033	-	-	-	44,033
Premier League Primary Stars	22,848	50,000	(42,498)	(7500)	22,850
Riverside	19,850	-	-	-	19,850
Southwark Council Youth & Play	7,573	-	-	-	7,573
Southwark Neighbourhood Fund	6,312	9,000	-	(1,350)	13,962
Young Londoners Fund	(12,504)	30,850	-	(4,628)	13,718
Sub-total Restricted funds	11,488	232,700	(160,197)	(34,906)	49,085
General funds	849,246	998,183	(1,051,863)	34,906	830,473
Total restricted and unrestricted funds	860,734	1,230,883	(1,212,060)	-	879,558

Divert Programme (MPS): DIVERT is a Metropolitan Police Service intervention programme aimed to reduce reoffending.
Premier League Kicks: A sports activity programme for 12 to 19 year olds in partnership with the Metropolitan Police, The FA, the Premier & Football League. The basis is intensive provision in a geographical area highlighted as a "hot spot" for youth crime. The funding pattern for this project runs to the 31 August which does not align with the year end which can create timing differences in the position of the fund.
Kinder Move & Learn: EFL funded programme within local primary school, 6 week healthy schools project, combing education workshops and physical activity.
Lewisham Youth Service: Annual funding application for specific youth activities based around inclusion and education.
Premier League Primary Stars: Primary schools coaching and education programme.
Riverside: Riverside is a Youth centre in Deptford, that is being regenerated at a cost of £1.4 million, in partnership with MCT, youth first, and Lewisham Council. Funding for the project is from Football foundation.
Southwark Council Youth and Play: A grant from the London Borough of Southwark towards the Millwall Kicks programme on the housing estates in Southwark
Southwark Neighbourhood Fund: The fund is a local councillors fund to support programmes in the Southwark area only, MCT use this fund to match fund the KICKS programme in the local area
Young Londoners Fund: The fund is GLA /London Mayors officer, to support and create positive activities for young people in the London Boroughs, MCT use the funding for match fund for KICKS and activities around anti social behaviour, crime reduction.

The total balance of £11,488 on Restricted Funds is to be carried forward into 2024/25 to be spent on the respective projects. The transfer to unrestricted funds represents the net amounts charged to these projects and activities in respect of management costs and for the use of the Lions Centre facilities, coach education courses and other goods and services provided by the charity.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2025

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total Funds £
Tangible fixed assets	50,937		50,937
Net current (liabilities)/assets	779,537	49,085	828,622
Net assets at 31 March 2025	830,474	49,085	879,559

16 CONTROLLING PARTY

The charity is controlled by the Trustees and Directors of Millwall Community Trust.

17. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

MILLWALL COMMUNITY TRUST

England & Wales - Charity number 1082274

Accounts

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2024

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

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Millwall Community Trust

Company Information

DIRECTORS AND TRUSTEES:	Nerisa Ahmed (Appointed 18 July 2024) William Cooper (Appointed 18 July 2024) Mark Fairbrother (Resigned 20 October 2023 and re-appointed 18 July 2024) Rt Hon Sir Simon Hughes Steve Kavanagh (Resigned 10 May 2024) Peter Garston Lord Kennedy of Southwark (Resigned 10 July 2024) Stuart Lock (Resigned 30 September 2023) Emma Parker (Appointed 30 October 2023) Sarah Revell (Appointed 21 June 2023) Carly Rawlinson-Simmons (Resigned 7 February and re-appointed 18 July 2024) Keith Soper Jason Vincent (Resigned 27 April 2024) Luke Wilson (Appointed 12 October 2023)
COMPANY SECRETARY:	Philip O'Halloran
CHIEF EXECUTIVE OFFICER:	Sean Daly
REGISTERED OFFICE:	The Den John Berylson Way London SE16 3LN
REGISTERED CHARITY NUMBER:	1082274
COMPANY NUMBER:	03920152
AUDITORS:	Azets Audit Services Limited Registered Auditors & Chartered Accountants Ashcombe Court Woolsack Way Godalming Surrey GU7 1LQ
BANKERS:	Barclays Bank PLC Leicester LE87 2BB

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

The Directors and Trustees present their annual report for the year ended 31 March 2024 together with the audited accounts for the year and confirm that the latter comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

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 2006.

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. 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 the trustees retired from office, in accordance with the articles of association. At each subsequent annual general meeting one-third of the trustees (with longest service) are subject to retirement by rotation.

New trustees must be recommended by a trustee and are appointed by an ordinary resolution of the company.

Induction and training of new trustees: New trustees are invited to the Trust's offices at the Lions Centre to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust plus minutes of recent meetings. New trustees are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity.

Organisational structure

The Trust is a company limited by guarantee and is registered with the Charity Commission. Six trustees (directors for company purposes) were appointed on incorporation, all of whom have since resigned. On 31 March 2024, the Trust had ten trustees.

A Chief Executive, who is not a trustee, leads the Trust on a day-to-day basis supported by a Leadership team including up to four strand managers, responsible for Schools (including Primary Stars); Football and Sports Development; Employment & Education; NCS (National Citizen Service) and Premier League KICKS.

The Leadership Team develop core projects and usage of the Lions Centre, related to the Trust's Charitable Aims. The Chief Executive Officer is paid at market rates which have been approved by the board of trustees. The Trust has contracted with Millwall Football Club (MFC) to provide its finance and payroll functions. An MFC Finance Manager is responsible for processing all financial reporting for the Trust.

Wider network

The Trust has a strategy of encouraging sports participation through positive partnerships. It is affiliated to The English Football League Trust, which links all professional Football League Club Community Organisations. It has contracts with Housing Associations across the London Boroughs of Lewisham and Southwark, and KICKS is supported by the Metropolitan Police and the Premier League Charitable Foundation. The Trust has a strong relationship with London Boroughs of Southwark and Lewisham and continues to develop its new relationship with Sevenoaks District Council. In addition, the Trust has developed Service Level Agreements with a number of schools across its catchment area for curriculum and extra-curricular physical activity delivery.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

Vision, Objectives and aims

The charity's objectives are for the benefit of the public generally with a clear "vision" to use the unique passion of Millwall to connect and inspire the Club's communities. The Trust's mission is that it will use the power of Millwall to improve the lives of people through engagement in sport. In this way, the Trust aims to deliver high quality services that engage, enable and improve the lives of the people in the following key areas:

- *Schools Coaching & Sports Participation:* To provide a high-quality sports service to schools and the community.
- *Education & Employability:* To provide inspiration, encouragement and guidance for young people and adults, leading to improved education and career opportunities.
- *Community Development & Health Improvement:* To act as a true community partner by providing sport and physical activity opportunities in order to improve quality of life and neighbourhoods.
- *Neighbourhood Cohesion & Celebrating Diversity:* To work with MFC in promoting neighbourhood cohesion, including disaffected young people and other target groups; and to celebrate the diversity of the local community.
- *Facility & Business Management:* To manage the Trust's facilities sustainably, providing the community with opportunities to participate in sport, physical activity, health, and education; to ensure the financial and budgetary requirements of the Trust are provided in an appropriate manner.
- *Strategic Business Development:* To work to a Business Plan, taking into consideration the vision, ambitions and future aspirations of the Trust.

Lions Centre and St. Paul's Community Sports Ground

The Lions Centre is the Trust's operational HQ. Opened in 2002, the Centre offers excellent facilities, including a sports hall, indoor Artificial Grass Pitch, two study centres, a seminar room, refreshment bar, office and changing space. The Centre is primarily used to build sports participation amongst the local community, train new coaches and forge links with local schools, community groups and businesses.

In December 2016, the Trust took on the management responsibility of St Paul's Community Sports Ground in Rotherhithe, Southwark. The facility offers a full-size, floodlit artificial turf pitch, a club room, changing rooms and spectator facilities enclosed within a secure sports ground fencing. The facility is the home venue for: Fisher FC; Millwall Lionesses; Millwall Lionesses Girls Football Academy; and Millwall Romans and Pride (LGBTQ+). The venue also hosts a number of local clubs, schools and higher education institutions.

The facilities act as venues for the Trust's post 16 football and education Academy, an educational programme that provides interactive sports learning programmes for local young people aged 16-19 years. Educational delivery is focused and tailored to meet the needs of young people with a combination of classroom-based lessons, followed by practical sessions in the gymnasium, outdoor or indoor football pitches.

During 2023/24, LB Southwark invited tenders for a five-year contract to manage St Paul's to commence in May 2024. The Trust's tender was successful and a new contract between LB Southwark and the Trust has been agreed.

The Trust aims to create a sustainable year-round community sport offer for the residents of Southwark and Lewisham and our partners, including Sevenoaks District Council. It has embarked on discussions with parties interested in working with it to decide where additional delivery hubs will be, enhancing the range of opportunities for all.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2024**

Related parties

Whilst the Trust is an independent organisation constituted as a company limited by guarantee with charitable status directed by a board of trustees, it has a longstanding working relationship with MFC. The Trust evolved from a Football in the Community programme originally established in 1985, which was a partnership between the football club, and Lewisham and Southwark local authorities.

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.

Significant activities

The Trust provides a broad range of opportunities throughout the year, designed to engage the local community in sports, health and education activities. This ranges from the schools' sports programme that is offered across a range of sports to the comprehensive social inclusion programmes in Lewisham and Southwark. A full description of activities is provided under the details of charitable activities.

Public benefit

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

Volunteers

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

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

STRATEGIC OVERVIEW OF THE YEAR 2023-24

Introduction

It is 39 years since the Millwall Community Scheme was established in 1985 as a result of a Greater London Council (GLC) initiative that offered London football clubs revenue funding for the employment of a single worker, plus a working budget for a five-year project to develop links and programmes within their communities. In the intervening years, the Trust has grown to offer a diverse range of sports, health, education and inclusion projects.

2023-24 was a period of consolidation for the Trust, following the disruption caused by COVID-19 restrictions imposed during 2020 to 2022, which resulted in the temporary closure of the Lions Centre and St Paul's Community Sports Ground and the suspension of a number of the Trust's activities. The Trust built on its refreshed vision, mission, aims and objectives and continued in its ambition to be more outward facing with an emphasis on partnership working and collaboration. The Trust has worked closely with its partners in the planning and delivery of an inclusive range of sporting and social opportunities for thousands of young people and adults living in disparate communities across Lewisham, Southwark and Sevenoaks District Council. Specific support provided by the Trust to the local community included:

- Lions Centre runs its own food bank, serving 120 families per week.
- Outdoor football and sports activities were arranged for school-age children during the Easter/Summer/Christmas 2023, and February 2024 which included lunches produced by MFC catering staff, providing over 8,500 free places and free meals.
- Staff from the Trust and MFC travelled to Africa and built a school in a township.
- The Trust runs an alternative schools' provision at its Lions Centre site, with a weekly attendance of 52 students.

Post-COVID, the Trust has re-established itself as a significant provider of sport, health, education and community development opportunities for children, young people and adults across Southwark and Lewisham. The Trust has expanded and enhanced sports provision and continues to improve the quality of life for both individuals and neighbourhoods.

The aims and objectives agreed for each strand of activity this year resulted from our regular review of the values, principles and services provided by the Trust. The strategic financial aim is for the Trust turnover to be split between funded projects and services and generated income. This is a considered strategy to ensure that our income streams are spread across a range of sources in order to protect against the risk of funding declining or income generation reducing.

Maintaining some projects that deliver social outputs, such as disability programmes, place a strain on Trust finances, which is a continuing yet accepted challenge. Nevertheless, it has continued to "right-size" the organisation to maximise resources available as well as ensuring there remains significant social impact to its' work. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult. Partners have been responsive to the challenges that the Trust faces and it has had success in developing new themes of work, particularly in health improvement and employability, which now deliver some exciting and innovative projects.

It is through the delivery of its programmes by dedicated staff that it continues to capture the imagination and commitment of the growing number of local people that use its' services. The Trust aims to create a sustainable year-round community sport offering for the residents of Southwark and Lewisham. In 2023/24, on average over 8,000 young people weekly and over 12,500 residents annually have been engaged and benefitted by using the services provided by the Trust, with support from MFC

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2024**

STRATEGIC OVERVIEW OF THE YEAR 2023/24

Introduction (continued)

A detailed analysis of the 'end of year' reports provided by programme managers defines a richness in the quality and diversity of the Trust's work and pays tribute to the enormous dedication and professional competence of full and part time staff. In this short summary of the outcomes of the Trust's work, the Trust will draw attention to its' achievements and will attempt to summarise the impact the Trust's programmes has made to the growth and development of young people, teachers, community entrepreneurs and public and voluntary bodies.

Below is a breakdown of specific projects. The funded projects have a duration of 1-3 years. Each project manager is responsible for their specific cost centre and submits proposals for funding. The CEO also develops large funding proposals and supports management staff with their projects.

Charitable activities – Schools Coaching

Following the disruption caused by COVID, the Trust has now resumed delivery of school curricular and extra-curricular sports programmes across the two core boroughs of Lewisham and Southwark. It has taken time for some schools to permit the Trust to resume its activities, as some have chosen to make internal arrangements. A new programme offer has been launched, including the delivery of targeted girls-only sessions and practical PSHE sessions focusing on nutrition and health. The Trust is now delivering 35 sessions per week, compared with 25 per week in 2022/23 and over 70 pre-COVID.

The Trust also organises sports days, summer fetes and fairs at schools in Lewisham and Southwark, including supporting large community events such as Lewisham People's Day and Bermondsey Festival. Also supporting MFC's outreach work in the community, via the FANZONE.

Other activities include boys and girls football competitions on behalf of the Premier League & EFL Trust.

Charitable activities - Sports Participation

Holiday Food and Activity (HAF) Courses

The Trust undertakes a large sports participation programme both in football and multi-sports. The Trust's coaching staff deliver a range of sports in schools, local grass roots football clubs and sports centres, on behalf of community groups and organisations, and deliver holiday course programmes during the school holidays. School holiday provision (13 weeks per year) for boys and girls is delivered at venues in Lewisham, Southwark and Kent, including the Lions Centre, and St Paul's Sports Ground.

Term-Time Football Club

The Trust continues to deliver Term-Time Football Club (player development centre), the after-school football coaching programme. Sessions are offered two nights per week and at the weekend engaging children aged 4 - 12 years. It continues to develop this programme and align it more closely to the schools coaching programme in order to encourage children to continue their participation outside of school and increase attendance levels.

Football Development

The Trust has a strong relationship with the MFC Academy and Millwall Lionesses, with a number of participants from its' activities being invited to trial for and then sign for the appropriate club. Term-time Football Club continues to provide a sustainable foundation for young player development, with currently six first team Lionesses players first starting their football journey with the Trust and attending the Millwall Girls Football Academy programme.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

Millwall Lionesses and Girls Football Academy
Millwall Lionesses is one of the oldest clubs and most recognisable names in women's football. Founded in 1971, the Lionesses became the first club in the country to be officially affiliated to a professional men's team in the 1980s, as MFC sought to strengthen its ties with the local community. Following the decision in May 2019 to relinquish the FA Women's Championship licence, the Trust is now registered with the London Football Association to operate Millwall Lionesses Football Team. This team plays in the London & South-East Regional Women's League. As part of the on-going partnership with MFC and the Trust, the Lionesses first team train and play their fixtures at St Paul's Sports Ground.

Millwall Lionesses was the first club in the country to open a Girls' Centre of Excellence (a model that was later adopted by the FA and rolled out across the country), allowing MFC to develop players from the age of eight years. In March 2020, the Trust decided that it would own the Girls' Football academy in line with the Boys' academy and the Lionesses are currently fielding Girls Football Academy squads at U12, U14 and U18 levels.

Premier League Girls
The Trust successfully applied for funding to run three Premier League Girls' Satellite Clubs. It delivers two centres for female participants aged 8-16 years.

The Premier League Girls programme enables talented girls to experience a higher standard of football and coaching, as well as understanding more about the possible pathways they may be able to take, either in elite football with the Girls Football academy or transitioning into local partner football clubs.

Club Partnerships
The Trust has formed partnerships with various grass roots local football clubs in Lewisham, Southwark and Kent, working with them to host Trust football holiday camps, player development centres, coaches CPD events, tickets to MFC matches (which promotes a new supporter base for MFC). income will be based on a 50/50 profit split.

Toddler Soccer
The Trust delivered football provision within their own sites for 3-4 years developing core physical skills.

Kinder "Move and Learn"
Delivery of EFL *Healthy Lifestyle* programme within 15 schools over the school year, as a six-week programme consisting of education and physical activity workshops, linking in the *Healthy Schools* accreditation, funding from EFL of £12,000.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

Charitable activities - Disability Projects
The Trust is fully committed to increasing the number of structured and regular sports and physical activities available to residents of all ages with disabilities within the London Boroughs of Lewisham and Southwark. All SEN schools facilitate a provision that includes Drumbeat, Brunswick Park and Orchard and Spa School who have all signed up for the current academic year.

Millwall DS Lions are the official Millwall Downs Syndrome Team. The group come together once a month at the Lions Centre and there are a mixture of fun training sessions and matches against other Downs Syndrome teams run by other professional community football clubs.

Millwall Lions is the official Millwall mental health team, which trains weekly at the Lions Centre and compete in the South London Grassroots Football League. The group is managed by SLAM (South London and Maudsley Mental Health Trust) and the Trust supports the programme by providing free facility usage and a coach to support the sessions.

Charitable Activities – Community Development Programmes
Premier League KICKS
Premier League KICKS is the Premier League's flagship community initiative. It has a long history of using the power of football and the value of sports participation to help hard-to-reach youngsters in some of the most disadvantaged areas of the community, turn their lives around. By engaging young people between the ages of 8-19 in constructive activities, including a wide variety of sports, coaching, music and educational and personal development sessions, local communities have been transformed with impressive sports participation rates and the authorities reporting significant reductions in anti-social behaviour.

The Trust has managed to continue to maintain a high percentage of delivery and coverage through securing local match funding. It works closely with Southwark Youth & Play (Southwark) and Youth First (Lewisham) to identify locations in need for constructive youth provision, where we now have a number of successful Premier League KICKS satellite venues throughout both boroughs.

19+ Football
The Trust works in partnership with Active Communities Network to provide free weekly football sessions for young people between the ages of 19-24. Although the sessions are open access, they aim to engage with young men and women who are either out of education or employment and the majority who engage are ex-KICKS participants. This session provides evidence that participants' relationship with the Trust is enduring and, in some cases, continues long into adulthood.

Volunteering & Mentoring
The Trust makes a commitment to support a number of people between the ages of 16-24 who have demonstrated a commitment to enrol on the active volunteers' programme.

Young volunteers benefit from: -

- Good learning environment by supporting qualified coaches at the Trust.
- Mentoring 1:1 support with a project manager.
- Opportunity to enrol on accredited coaching courses to gain an insight in the coaching world of professional development and other educational awareness training.
- Certificate of achievement on completion of packages.
- Access to a variety of coaching session plans.
- Variety of volunteering opportunities through the different departments at the Trust such as community development, sports development and Lions Centre or St Paul's Community Sports Ground facilities.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2024**

DIVERT

DIVERT is a Metropolitan Police service diversion programme where the Trust provides a Custody Intervention Coach based in Lewisham Police Station. DIVERT's mission is to speak with 18-25-year-olds while they are still in police custody with the aim of finding them employment, education and training. Using a teachable moment, the Trust engages with individuals who have been arrested and listen to what they want to aspire to. Using sustained and effective support it then refers young adults to respective organizations and employers.

Ultimately DIVERT's goal is to prevent reoffending and reduce crime. The programme runs separately to the criminal justice system, which allows access to young adults on a bespoke, case-by-case basis and tailor work to ensure that young people receive the most effective support. So far, the Trust has worked with over 280 young adults and helped nearly 120 people into employment. The overall reoffending rate is just eight per cent.

Millwall Walking Sports Clubs

The Trust works in partnership with the Southwark Pensioners Centre and the SE London Alzheimer's Society to deliver weekly Walking Sports Clubs for older people across the London Borough of Southwark. The programme supports older people and those with two or three limiting long-term health conditions, dementia, mental health difficulties, limited mobility or those who are inactive, to stay fit and healthy. The two-hour weekly activities offer older people the opportunity to meet other people have fun, stimulating the mind, and developing balance and hand-eye coordination. It offers an opportunity for a target audience that would not otherwise be active and may feel disengaged with the local community. Before and after each activity, the group have open and individual conversations over refreshments, allowing members to help each other by sharing life experiences and thus reducing stress, isolation and loneliness.

Under the health improvement banner, the Trust has developed a male adult health programme (MAN v FAT), with over 85 adults attending weekly physical and educational sessions on lifestyle change.

Charitable Activities - Education and Employability Programmes

The aim for the Trust's Education and Employability strand is to provide a suitable and robust education and employability programme to target groups within the Boroughs of Lewisham and Southwark. Over the course of the year, these programmes and have developed and changed to meet the needs of those we are working with and to ensure we are compliant and working to meet regulatory requirements.

Alternative Provision

The Trust has adapted its AP offer into an AP Academy, which provides a natural pathway into our post-16 initiatives. This has enabled the Trust to tap into the mainstream market more and approach local schools to offer its' services as AP provider which acts as a pre-cursor to post-16 programmes.

Recent developments have seen the implementation of a bespoke 1:1 offer whereby schools can refer students on a short-term basis, full-time. This can be used by schools as sixth-day provision or respite for any students who need re-engagement and re-integration back to mainstream. The Trust AP Academy can take up to five students at any one time throughout the academic year.

All students are on task to achieve BTEC qualifications this year with Year 10 students working towards an award and Year 11 looking to achieve a Diploma. Education partners such as the Mitre Group, and ASDAN have been very supportive with the moderation of work and will continue to externally verify the work the Trust is doing to ensure it maintain the highest standards.

The AP has been quality assured by both LB Lewisham and LB Southwark and the short-term objective is to increase the number of learners referred and the range of schools worked with. This will subsequently increase the current number of days of delivery and enable further investment in the development of the Trust AP. The longer-term aim is to register the Trust Alternative Provision as a Free School.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2024**

MCT Academy

Extensive time and effort has been invested into improving the overall quality of Academy provision. This has subsequently led to an increase in numbers on the programme, improved reputation in the local area, strong links created with partner schools and the implementation of additional offers such as: NCS, pre-season training programme, Christmas Party and the Trust Academy Voluntary Scheme. There are 52 young people on the programme across two academic years, studying two qualifications, NCFE Level 2 and BTEC Level 3 Diploma.

Equality & Diversity

The year has seen the Trust diversify in the provision and delivery of its programmes, i.e. with the development of the Millwall Romans and Millwall Pride football teams (LGBTQ+) with a membership of over 50 players, and to ensure that programmes are run within budget and impact the community.

In December 2020, MFC and the Trust started the first-ever audit of Board members, staff, volunteers and participants as part of an ongoing commitment towards equality, diversity and inclusion in all areas of operations. An internal survey was sent to all appropriate stakeholders and its findings allowed MFC to set necessary benchmarks as part of a new widespread and multi-faceted anti-discrimination strategy. Included within that was the formation of an Equality, Diversity and Inclusion Code of Practice to cover departments throughout MFC and the Trust's activities and recruitment processes.

In January 2021, MFC and the Trust announced the formation of its new 'Equality Steering Committee' - a team of MFC and Trust employees, fans and external advisors brought together to drive all initiatives, projects and strategies relating to all the above. The Committee continues to meet monthly with all members responsible for actioning differing tasks or objectives in between. The overall aim of the Committee is to ensure that MFC and the Trust remain an industry leader when it comes to combatting discrimination within the sport and to ensure that its environment is diverse and inclusive. In December 2023 MCT and MFC appointed its own EDI manager to oversee, all inclusion programmes within the club and trust.

FUTURE DEVELOPMENTS

Following discussions regarding proposals for the development of the site around the Lions Centre, trustees have given their backing to MFC to negotiate with LB Lewisham for a new lease for the land around The Den. The Council has agreed in principle that a new long-term lease of all the land occupied by MFC and by the Trust would be granted containing provisions allowing the redevelopment to be carried out. Discussions on the duration of the long-term lease are ongoing.

The architects appointed by the Football Club have created a scheme to redevelop and regenerate the land around The Den which includes expanding the stadium, bringing it and its facilities into line with Premier League requirements, a new centre for the Trust within the stadium, protection of MFC's youth academy's status, and a hotel and conference centre.

In February 2023, MFC received planning permission to build a new training ground in Sevenoaks Kent, which will give the Trust an opportunity to develop programmes in the Kent area.

This is all very good news for the Trust, MFC, its supporters and, above all, for the local community.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2024**

FUTURE DEVELOPMENTS (continued)

The Trust will continue to develop core themes of activity, which in turn will create social value outputs. Some new health improvement, alternative education and employability projects have been maintained during 2023/24. The Trust is strategically developing a new delivery portfolio, building sustainability into each project. It will also continue to increase activity and partnerships at the Lions Centre, creating additional income. As an example, it is widening the scope of holiday course opportunities by developing the multi-sport and activity programme to create a sustainable year-round offer.

COVID-19

The period was one of consolidation following the adverse financial effects caused by the COVID-19 pandemic. Some income streams continued to be affected as activity increased in the post-COVID period. Most major fundraising events had been postponed, but a number of successful events took place during 2023/24, including player evenings, fun runs and one off events. Despite this, careful monitoring of income and expenditure has continued to safeguard the Trust's financial position.

As a further response to the pandemic, the board of trustees have been able to adapt some of the Trust's programmes during this time, including the provision of meals for children and many other initiatives. These not only ensured that the Trust was able to continue to operate, and maintain staffing levels, but at the same time has enabled it to still fulfil some of its' charitable aims and objectives.

Looking forward and having reviewed the new business plan with the Chief Executive, the Trust is confident about its prospects, as the effects of the COVID pandemic recede. The results for the year to 31 March 2024 have been less impacted than in previous years, with the introduction of robust cost control measures .The board is confident about the Trust's long-term viability. As such all financial information has been prepared on a going concern basis, as the trustees feel this is the most appropriate presentation of information based upon their medium and long terms plans and financial projections.

Further comments on accounts 2023/24

The balance sheet as at 31 March 2024 shows reserves of £860,735 with good levels of cash at bank (compared with £803,413 in 2022-23). Total reserves increased by £57,322 (2022/23 increased by £19,697 to £783,716) with a £48,360 decrease in Restricted Reserves (2022/23 decrease by £38,874). There was an increase in Unrestricted Reserves by £105,682 (2022/23 increase £58,571 to £684,994). Total income increased from £1,189,285 to £1,252,986 (in 2022/23 decreased to £1,189,285) and costs of charitable activities increased from £1,169,588 to £1,195,664 (in 2022/23 decreased to £1,169,588).

The Directors continuously review the Trust's income streams and expenditure to identify potential efficiency cost savings to mitigate against projects that produce financial deficits. Much consideration has been given to restructuring the Trust's activities in the light of the current economic climate and cost of living challenges.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

Core Funding
Significant funding support comes through Premier League Charitable Fund, English Football League Trust, The FA, two local authorities, LB Lewisham and LB Southwark, and the London Mayor's Fund. The Trust is also grateful for the generous in-kind publicity and logistical support it receives from Southwark News. Most of the expenditure is on staff and volunteers and the other funds are committed to overheads from occupying offices not on club premises.

The Trust is continuously developing creative partnerships to enable projects to evolve. Maintaining projects that deliver social outputs but place a strain on Trust finances is a continuing challenge. For example, despite the superb work of the Education and Employability Team and the Disability Department, which is considered an essential element of the Trust's plans going forward, margins are exceptionally tight. Nevertheless, there is a social output value to this project beyond the profit and loss report.

Core Costs – Full Costs Recovery Model
The Trust aims to employ a full cost recovery model, offsetting costs across projects. In recent years, this has become increasingly difficult due to reduced funding and increased costs. There is a limit to the amount each funder will allow for management and overheads. As a guideline the Trust aims to recover 15% for management costs plus a proportion of overheads. It is finding that with some projects it cannot recover the full overhead costwhich places pressure on core funding.

Investment performance
In recent years, the Trust has kept its reserves as cash at bank. However, interest rates are regularlymonitored to enable trustees to take an informed view as to whether the Trust could receive a competitive rate of interest if reserves were kept on deposit. This option is currently being implemented in the light of the current interest rates levels.

Reserves policy
Trustees aim to keep reserves equal to three months' operating expenses, which is currently estimated to be in the region of £255,000. In addition, new funding achieved in 2021/20 has been maintained in 2023/24, with the exception of *Huski Chocolate* funding via MFC. At the 2024/25 year-end, it is expected that the Trust will continue to be in surplus and the reserves will be in a healthier position.

Funds in deficit
Whilst project margins are tight, some projects have been run in previous years at a deficit. This year it is planned to ensure that all programmes are run in line with budgets and are reviewed monthly to make any adjustments that are needed.

Principal funding sources
Funding is achieved for grassroots sports development linked to community cohesion, social inclusion, health improvement, education, engagement, employability and participation in sport. The Trust has a number of funding partners including central and local government as well as sports and local charities, such as the Premier League Charitable Trust, The FA, EFL Trust, housing associations, local authorities and in-kind support from MFC. During 2020/21, the Trust received a substantial legacy from MFC, which was invested during 2021/22 and has helped to provide welcome stability to its finances. Some funds are generated through the organisation of in-school and extra-curricular coaching, weekend and holiday sports clubs, Coach education and a football development programme.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2024

TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of the Trust for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company Law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to: -

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

CONCLUSION

The Trust is looking forward to working with MFC and LB Lewisham to support the proposals for the redevelopment of the land held by MFC and the Trust. A strong relationship with MFC remains and the Trust's commitment to deliver high quality services that engage, enable and improve the lives of the people of Lewisham, Southwark, Sevenoaks and the wider 'Millwall Community' continues to drive staff, trustees and volunteers in their excellent service to the organisation.

The Trust faces the challenge of taking community engagement to a new level with optimism and positivity in light of MFC retaining its place in the English Football League Championship. There is a tangible excitement about the future - both on and off the field.

.....
Keith Soper
Chair of Trustees

Date: 14/12/2024

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion

We have audited the financial statements of Millwall Community Trust (the 'charity') for the year ended 31 March 2024, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 auditor's report 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.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

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 Directors and Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustee's Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the accounts.

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.

Responsibilities of trustees

As explained more fully in the Trustee's responsibilities (set out on page 14), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

.....

David Lawrence BSc (Hons) FCA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited
Statutory Auditors & Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey
GU7 1LQ

Date: 16/12/24

Millwall Community Trust

Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
INCOMING RESOURCES					
Incoming resources from charitable activities					
Grants, donations and contracts for projects and activities	4	282,592	277,487	560,079	627,067
Sub-total Grants		282,592	277,487	560,079	627,067
Soccer Schools		-	-	-	-
Schools coaching		279,910	-	279,910	281,831
Other fees and income	3	138,893	-	138,893	86,170
Facility hire and other rental income		274,104	-	274,104	194,217
Total Income		975,499	277,487	1,252,986	1,189,285
EXPENDITURE ON:					
Charitable activities:					
Sport and education programmes	5	911,441	284,223	1,195,664	1,169,588
Total Expenditure		911,441	284,223	1,195,664	1,169,588
NET SURPLUS/(DEFICIT)	2	64,058	(6,736)	57,322	19,697
Transfers between funds	14	41,624	(41,624)	-	-
NET MOVEMENT IN FUNDS		105,682	(48,360)	57,322	19,697
TOTAL FUNDS brought forward		743,565	59,848	803,413	783,716
TOTAL FUNDS carried forward	14	849,247	11,488	860,735	803,413

The Statement of Financial Activities includes all gains and losses in the year. All income/ (expenditure) derives from continuing activities.

The notes on pages 20 to 31 form part of these accounts

Millwall Community Trust

Balance Sheet
as at 31 March 2024

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible assets	9	43,802	34,298
CURRENT ASSETS			
Debtors	10	250,915	138,713
Investments	11	243,351	221,809
Cash at bank and in hand		493,157	548,445
		987,423	908,967
CREDITORS			
Amounts falling due within one year	12	(170,490)	(139,852)
NET CURRENT (LIABILITIES)/ASSETS		816,933	769,115
TOTAL ASSETS LESS CURRENT LIABILITIES		860,735	803,413
NET ASSETS	15	860,735	803,413
FUNDS			
Unrestricted funds			
General funds	14	807,623	743,565
Total unrestricted funds		849,247	743,565
Restricted funds	14	11,488	59,848
Total Funds		860,735	803,413

These Financial Statements from pages 18 to 31 have been approved by the Board of Directors on 14/12/2024 and signed on its behalf by

.....
Keith Soper
Trustee

The notes on pages 20 to 31 form part of these accounts

Millwall Community Trust

Statement of Cash Flows
For the year ended 31 March 2024

	2024 £	2023 £
Net movement in funds for the reporting period	57,322	19,697
Adjustments for:		
Depreciation charges	3,675	3,673
Decrease/(Increase) in stocks	-	-
Decrease/(Increase) in debtors	(133,744)	57,504
(Decrease)/Increase in creditors	30,638	30,217
Net cash provided by (used in) operating activities	(42,109)	111,091
Cash flows from investing activities:		
Purchase of plant and equipment	(13,179)	(26,834)
Net cash provided by (used in) investing activities	(13,179)	(26,834)
Change in cash and cash equivalents in the reporting period	(55,288)	84,257
Cash at the beginning of the reporting period	548,445	464,188
Cash at the end of the reporting period	493,157	548,445

The notes on pages 20 to 31 form part of these accounts

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

1. ACCOUNTING POLICIES

1.1 Statement of compliance

Millwall Community Trust is a private company limited by guarantee, incorporated in England. The registered office is The Den, John Berylson Way, London. The nature of the charity's operations is set out in the Report to the Trustees.

The financial statements have been prepared in accordance with 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) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Basis of preparation

Millwall Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.3 Going concern

Trustees have paid particular attention to the impact of COVID-19 on the operations of the Trust and are confident that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

1.4 Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	25% straight line basis
CCTV system	20% straight line basis
Leasehold improvements	20% straight line basis
Fixtures and fittings	15% straight line basis
Sports Equipment	10% straight line basis

The Ball Court Extension was completed in November 2005. The extension is considered to have three separately identifiable components each of which have different estimated useful lives, as detailed below. All of the parts are depreciated on the straight-line basis.

Astroturf	10 years
Roof	17 years
Building	17 years

1.5 Voluntary Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of certain services and facilities provided by MFC and Footballers' Further Education and Vocational Training Society Limited has not been included.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

1.6 Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The grants are split between different types of incoming resources as deemed appropriate.

The grant for the Ball Court Extension has been treated as deferred income and will be matched to the capital expenditure it relates to. It will be released in line with the estimated useful life of the building. This policy is considered to be appropriate as it reflects a fairer position of the charity in relation to the income and expenditure of the Ball Court.

1.7 Other income receivable

Fee income from soccer schools and schools coaching, facility and other equipment hire is recognised when the service is performed.

1.8 Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure is reported as part of the expenditure to which it relates:

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

Support costs include other professional fees and charges or credits relating to the Company's Value Added Tax partial exemption registration. These costs and credits have been allocated directly to such activities, where possible and otherwise with reference to the proportion of total restricted income to total unrestricted income.

Governance costs include those associated with meeting the constitutional and statutory requirements of the Charity which include the audit fees and costs linked to the strategic management of the Charity.

1.9 Restricted Funds

Restricted funds are to be spent on specific cost items and monitored by the donor throughout the life of the grant. Expenditure which meets these criteria is charged to the fund together with a fair allocation of premises and administration overhead. Staff costs and overhead expenses are allocated to projects and activities on a fair and reasonable basis within the terms and conditions of the funding provided. In the event that funding is not used by the Trust for specified purposes, there is a contractual obligation to repay donors.

1.10 Unrestricted Funds

Unrestricted funds are grants, donations and other income received or generated for the objects of the charity. Any surplus from grants received are reinvested towards the charitable aims of the Trust.

1.11 VAT

Income and expenditure have been included inclusive of VAT where VAT is considered to be irrecoverable.

1.12 Debtors

Short term debtors are measured at transaction value less any impairment. At each balance sheet date, debtors are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is measured as the difference between the carrying amount and the amount expected to be received.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

1.13 Creditors

Short term trade creditors are measured at transaction value. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

1.14 Investments

Investments are held at cost.

1.15 Key Judgement and Estimates

The only key judgement and estimate is considered to be the Ball Court depreciation which is detailed in note 1.4

2. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR

	2024	2023
	£	£
This is stated after charging or (crediting):		
Depreciation of tangible fixed assets owned by the Charity	3,675	3,673
Amortisation of ball court grant	-	-
Auditors' remuneration		
Audit services	12,000	11,000

3. OTHER INCOME

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Sponsorship income	50,200	-	50,200	50,000
Investment income	21,542	-	21,542	(8,004)
Other income	67,151	-	67,151	44,174
	138,893	-	138,893	86,170

The income received in the year ended 31 March 2023 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

4. GRANTS, DONATIONS AND CONTRACTS FOR PROJECTS AND ACTIVITIES

	Unrestricted	Restricted	Total 2024	Totals 2023
	£	£	£	£
Active Communities	38,500	-	38,500	36,000
Breaking Barriers - Southwark	-	-	-	-
Bromley and Lewisham BLG	-	-	-	-
Central grants	-	-	-	-
City Bridge Trust	-	-	-	-
Divert Programme (MPS)	-	-	-	8,226
Football League Trust – Core Funding	36,531	-	36,531	31,284
Football League Trust – Infrastructure	-	-	-	-
Premier League Kicks	-	221,047	221,047	170,635
Kinder Move & Learn	-	12,190	12,190	9,795
Lewisham Winter Health	-	25,500	25,500	-
London Borough of Lewisham – PL Kicks	-	-	-	25,000
London Borough of Lewisham – Lockdown Support Grant	-	-	-	-
National Citizenship Service	21,816	-	21,816	119,717
Player Development Centre	-	-	-	-
Premier League Trust – Primary Stars	-	-	-	-
Regional Talent Club - Girls	-	-	-	-
Restart Football Grant	-	-	-	-
Riverside Project	-	-	-	-
Social Mixing Project	-	-	-	-
Southwark Council Lockdown Grant	-	-	-	-
Southwark Walking Sports	-	-	-	-
Southwark Youth & Play	-	-	-	21,602
Southwark Neighbourhood Fund	-	5,000	5,000	-
Sundry Donations and associated gift aid	36,515	-	36,515	53,326
The Mayors Fund for London	148,960	-	148,960	101,608
Traineeship Programme	-	-	-	-
We Do Care Grant	-	-	-	-
Wembley Trust Funding	-	-	-	-
Young Londoners Fund	-	13,750	13,750	49,874
Young People Mentoring	270	-	270	-
	282,592	277,487	560,079	627,067

Projects and Activities
Of the income from projects and activities received in the year ended 31 March 2023, £285,132 was restricted and £341,935 was unrestricted.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

5. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SPORT AND EDUCATION PROGRAMMES

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Salaries	531,236	261,117	792,353	731,857
Sports equipment and kit	41,147	5,511	46,658	12,444
Hire of facilities	2,983	5,900	8,883	59,523
Other project and activity costs	75,352	175	75,527	26,148
Staff training	195	6,002	6,197	6,952
Transport, travel and motor expenses	11,738	3,118	14,856	24,705
Premises costs	138,306	-	138,306	136,297
Printing, post, stationery and telephones	15,276	-	15,276	28,396
Computer equipment and software	21,186	-	21,186	12,163
Depreciation	3,673	-	3,673	3,673
Advertising	300	-	300	875
Other expenses	37,375	-	37,375	73,462
Governance Costs (Note 8)	15,000	-	15,000	14,250
Support Costs (Note 7)	17,674	2,400	20,074	38,843
	911,441	284,223	1,195,664	1,169,588

Of the costs incurred in the year ended 31 March 2022, £861,038 was unrestricted and £312,904 was restricted.

6. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SUPPORT COSTS

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Professional fees	10,999	2,400	13,399	29,777
Company Secretary fees and expenses	6,675	-	6,675	9,066
Other expenses	-	-	-	-
	17,674	2,400	20,074	38,843

The costs incurred in the year ended 31 March 2023 £38,693 was unrestricted and £150 was restricted.

7. RESOURCES EXPENDED
GOVERNANCE COSTS

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Audit	15,000	-	15,000	14,250

The costs incurred in the year ended 31 March 2023 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

8. STAFF COSTS AND NUMBERS

	2024	2023
	£	£
Staff costs were:		
Salaries and wages (including coaching staff)	737,130	679,806
Social security costs	45,587	42,981
Pension costs (defined contribution)	9,636	9,070
	792,353	731,857

Defined contribution pension costs are allocated in line with the associated salaries and wages costs incurred within each fund.

The average weekly number of employees during the year, calculated on the basis of full-time equivalent was as follows:

	2024	2023
Core Staff	15	19
Casual coaches	10	10
	25	29

The average number of staff employed during the year was as follows:

	2024	2023
Core Staff	15	19
Casual coaches	42	37
	57	56

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2024	2023
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-

During the year remuneration of £85,000 (2023: £75,000) was paid to Key Personnel.

During the year remuneration of £12,000 (2023: £Nil) was paid to the Trustees. The 2024 amount was initially paid to Jason Vincent for his work on behalf of the Trust in respect of an EDI role in a pilot scheme funded by the EFL Trust. This was subsequently repaid to the Trust by sponsorship from Millwall Football Club so no cost to the Charity was undertaken in the year.

During the year expenses of £Nil (2023: £Nil) were paid to the Trustees.

Various volunteers helped the Trust during the year, assisting with delivery of projects, administration and general maintenance at the Lions Centre.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

9. TANGIBLE FIXED ASSETS

	Ball Court extension	Leasehold Improvements	CCTV system	Computer equipment	Sports equipment	Fixtures and fittings	Total
	£	£	£	£	£	£	£
Costs							
At 1 April 2023	1,503,771	15,066	4,460	44,647	56,539	23,735	1,648,218
Additions	-	-	-	-	-	13,179	13,179
Disposals	-	-	-	-	-	-	-
At 31 March 2024	1,503,771	15,066	4,460	44,647	56,539	36,914	1,661,397
Depreciation							
At 1 April 2023	1,503,771	15,066	4,460	40,099	28,984	21,540	1,613,920
Charge for the year	-	-	-	2,678	405	592	3,675
Disposals	-	-	-	-	-	-	-
At 31 March 2024	1,503,771	15,066	4,460	42,777	29,389	22,132	1,617,595
Net Book Value							
At 31 March 2024	-	-	-	1,870	27,150	14,782	43,802
At 31 March 2023	-	-	-	4,548	27,555	2,195	34,298

All tangible fixed assets are owned by the charity and are used directly for charitable purposes.

Millwall Community Trust has a 25 year lease with the London Borough of Lewisham to occupy the Lions Centre at a peppercorn rent. The lease expires on 19 November 2029.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

10. DEBTORS

	2024 £	2023 £
Grants and income receivable	238,103	138,713
Other taxes and social security	12,812	-
Prepayments and accrued income	-	-
	250,915	138,713

11. INVESTMENTS

	2024 £	2023 £
Investments	243,351	221,809
	243,351	221,809

12. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2024 £	2023 £
Trade creditors	78,878	4,804
Other taxes and social security	14,027	12,622
Accruals and deferred income	77,585	122,426
	170,490	139,852

13. OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	2024 £	2023 £
Not later than one year	3,227	19,000
Between two and five years	-	3,279
Lease payments recognised as an expense	-	-

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

14. MOVEMENT IN FUNDS

Restricted funds	1 April 2023 £	Incoming £	Outgoing £	Transfers Between Funds £	31 March 2024 £
Divert Programme (MPS)	1,397	-	-	-	1,397
Premier League Kicks	(16,436)	221,047	(276,860)	(33,157)	(105,406)
Kinder Move & Learn	18,487	12,190	(1,463)	(1,829)	27,385
Lewisham Youth Service	22,358	25,500	-	(3,825)	44,033
Premier League Primary Stars	22,848	-	-	-	22,848
Riverside	19,850	-	-	-	19,850
Southwark Council Youth & Play	7,573	-	-	-	7,573
Southwark Neighbourhood Fund	2,062	5,000	-	(750)	6,312
Young Londoners Fund	(18,291)	13,750	(5,900)	(2,063)	(12,504)
Sub-total Restricted funds	59,848	277,487	(284,223)	(41,624)	11,488
General funds	743,565	975,499	(911,441)	41,624	849,246
Total restricted and unrestricted funds	803,413	1,252,985	(1,195,664)	-	860,734

Divert Programme (MPS): DIVERT is a Metropolitan Police Service intervention programme aimed to reduce reoffending.
Premier League Kicks: A sports activity programme for 12 to 19 year olds in partnership with the Metropolitan Police, The FA, the Premier & Football League. The basis is intensive provision in a geographical area highlighted as a "hot spot" for youth crime. The funding pattern for this project runs to the 31 August which does not align with the year end which can create timing differences in the position of the fund.
Kinder Move & Learn: EFL funded programme within local primary school, 6 week healthy schools project, combing education workshops and physical activity.
Lewisham Youth Service: Annual funding application for specific youth activities based around inclusion and education.
Premier League Primary Stars: Primary schools coaching and education programme.
Riverside: Riverside is a Youth centre in Deptford, that is being regenerated at a cost of £1.4 million, in partnership with MCT, youth first, and Lewisham Council. Funding for the project is from Football foundation.
Southwark Council Youth and Play: A grant from the London Borough of Southwark towards the Millwall Kicks programme on the housing estates in Southwark
Southwark Neighbourhood Fund: The fund is a local councillors fund to support programmes in the Southwark area only, MCT use this fund to match fund the KICKS programme in the local area
Young Londoners Fund: The fund is GLA /London Mayors officer, to support and create positive activities for young people in the London Boroughs, MCT use the funding for match fund for KICKS and activities around anti social behaviour, crime reduction.

The total balance of £11,488 on Restricted Funds is to be carried forward into 2024/25 to be spent on the respective projects. The transfer to unrestricted funds represents the net amounts charged to these projects and activities in respect of management costs and for the use of the Lions Centre facilities, coach education courses and other goods and services provided by the charity.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2024

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total Funds £
Tangible fixed assets	43,802	-	43,802
Net current (liabilities)/assets	805,445	11,488	816,933
Net assets at 31 March 2024	849,247	11,488	860,735

16 CONTROLLING PARTY

The charity is controlled by the Trustees and Directors of Millwall Community Trust.

17. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

MILLWALL COMMUNITY TRUST

England & Wales - Charity number 1082274

Accounts

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2023

MONDAY
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COMPANIES HOUSE

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

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Millwall Community Trust

Company Information

DIRECTORS AND TRUSTEES:	Mark Fairbrother (resigned 20 October 2023) Peter Garston Rt Hon Sir Simon Hughes Steve Kavanagh Lord Kennedy of Southwark Stuart Lock (resigned 30 September 2023) Emma Parker (appointed 30 October 2023) Sarah Revell (appointed 21 June 2023) Carly Simmons Keith Soper Jason Vincent Luke Wilson (appointed 12 October 2023)
COMPANY SECRETARY:	Philip O'Halloran
CHIEF EXECUTIVE OFFICER:	Sean Daly
REGISTERED OFFICE:	The Den Zampa Road London SE16 3LN
REGISTERED CHARITY NUMBER:	1082274
COMPANY NUMBER:	03920152
AUDITORS:	Azets Audit Services Limited Registered Auditors & Chartered Accountants Ashcombe Court Woolsack Way Godalming Surrey GU7 1LQ
BANKERS:	Barclays Bank PLC Leicester LE87 2BB

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

The Directors and Trustees present their annual report for the year ended 31 March 2023 together with the audited accounts for the year and confirm that the latter comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

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 2006.

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. 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 annual general meeting one-third of the trustees (with longest service) are subject to retirement by rotation.

New trustees must be recommended by a trustee and are appointed by an ordinary resolution of the company. During 2023, an external recruitment process was undertaken to appoint an additional trustee, bringing the total number of trustees to ten.

Induction and training of new trustees: New trustees are invited to the Trust's offices at the Lions Centre to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust plus minutes of recent meetings. New trustees are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity.

Organisational structure
The Trust is a company limited by guarantee and is registered with the Charity Commission. Six trustees (directors for company purposes) were appointed on incorporation, all of whom have since resigned. At 31 March 2023, the Trust had ten trustees.

A Chief Executive, who is not a trustee, leads the Trust on a day-to-day basis supported by a Leadership team including up to four strand managers, responsible for Schools (including Primary Stars); Football and Sports Development; Employment & Education; NCS (National Citizen Service) and Premier League KICKS.

The Leadership Team develop core projects and usage of the Lions Centre, related to the Trust's Charitable Aims. The Chief Executive Officer is paid at market rates which have been approved by the board of trustees. The Trust has contracted with Millwall Football Club (MFC) to provide its finance and payroll functions. An MFC Finance Manager is responsible for processing all financial reporting for the Trust.

Wider network
The Trust has a strategy of encouraging sports participation through positive partnerships. It is affiliated to The English Football League Trust, which links all professional Football League Club Community Organisations. It has contracts with Housing Associations across the London Boroughs of Lewisham and Southwark, and KICKS is supported by the Metropolitan Police and the Premier League Charitable Foundation. The Trust has a strong relationship with London Boroughs of Southwark and Lewisham and is developing a new relationship with Sevenoaks District Council. In addition, the Trust has developed Service Level Agreements with a number of schools across its catchment area for curriculum and extra-curricular physical activity delivery.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

Vision, Objectives and aims

The charity's objects are for the benefit of the public generally with a clear "vision" to use the unique passion of Millwall to connect and inspire the Club's communities. The Trust's mission is that we will use the power of Millwall to improve the lives of people through engagement in sport. In this way, the Trust aims to deliver high quality services that engage, enable and improve the lives of the people in the following key areas:

- *Schools Coaching & Sports Participation:* To provide a high-quality sports service to schools and the community.
- *Education & Employability:* To provide inspiration, encouragement and guidance for young people and adults, leading to improved education and career opportunities.
- *Community Development & Health Improvement:* To act as a true community partner by providing sport and physical activity opportunities in order to improve quality of life and neighbourhoods.
- *Neighbourhood Cohesion & Celebrating Diversity:* To work with MFC in promoting neighbourhood cohesion, including disaffected young people and other target groups; and to celebrate the diversity of the local community.
- *Facility & Business Management:* To manage the Trust's facilities sustainably, providing the community with opportunities to participate in sport, physical activity, health, and education; to ensure the financial and budgetary requirements of the Trust are provided in an appropriate manner.
- *Strategic Business Development:* To work to a Business Plan, taking into consideration the vision, ambitions and future aspirations of the Trust.

Lions Centre and St. Paul's Community Sports Ground

The Lions Centre is the Trust's operational HQ. Opened in 2002, the Centre offers excellent facilities, including a sports hall, indoor Artificial Grass Pitch, two study centres, a seminar room, refreshment bar, office and changing space. The Centre is primarily used to build sports participation amongst the local community, train new coaches and forge links with local schools, community groups and businesses.

In December 2016, the Trust took on the management responsibility of St Paul's Community Sports Ground in Rotherhithe, Southwark. The facility offers a full-size, floodlit artificial turf pitch, a club room, changing rooms and spectator facilities enclosed within a secure sports ground fencing. The facility is the home venue for Fisher FC, Millwall Lionesses and Millwall Lionesses Girls Football Academy and the Millwall Romans (LGBTQ+). The venue also hosts a number of local clubs, schools and higher education institutions.

The facilities act as venues for the Trust's post 16 football and education Academy, an educational programme that provides interactive sports learning programmes for local young people aged 16-19 years. Educational delivery is focused and tailored to meet the needs of young people with a combination of classroom-based lessons, followed by practical sessions in the gymnasium, outdoor or indoor football pitches.

The Trust aims to create a sustainable year-round community sport offer for the residents of Southwark and Lewisham and our partners, including Sevenoaks District Council. We have embarked on discussions with parties interested in working with us to decide where additional delivery hubs will be, enhancing the range of opportunities for all.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

Related parties
Whilst the Trust is an independent organisation constituted as a company limited by guarantee with charitable status directed by a board of trustees, it has a longstanding working relationship with MFC. The Trust evolved from a Football in the Community programme originally established in 1985, which was a partnership between the football club, and Lewisham and Southwark local authorities.

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.

Significant activities
The Trust provides a broad range of opportunities throughout the year, designed to engage the local community in sports, health and education activities. This ranges from the schools' sports programme that is offered across a range of sports to the comprehensive social inclusion programmes in Lewisham and Southwark. A full description of activities is provided under the details of charitable activities.

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

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

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

STRATEGIC OVERVIEW OF THE YEAR 2022-23

Introduction

It is 38 years since the Millwall Community Scheme was established in 1985 as a result of a Greater London Council (GLC) initiative that offered London football clubs revenue funding for the employment of a single worker, plus a working budget for a five-year project to develop links and programmes within their communities. In the intervening years, the Trust has grown to offer a diverse range of sports, health, education and inclusion projects.

2022-23 was again a challenging year as the Trust continued to recover from the disruption caused by COVID-19 restrictions, which resulted in the temporary closure of the Lions Centre and St Paul's Community Sports Ground and the suspension of a number of the Trust's activities. Despite this, the Trust built on its refreshed vision, mission, aims and objectives and continued in its ambition to be more outward facing with an emphasis on partnership working and collaboration. The Trust has worked closely with its partners in the planning and delivery of an inclusive range of sporting and social opportunities for thousands of young people and adults living in disparate communities across Lewisham, Southwark and Sevenoaks District Council. Specific support provided by the Trust to the local community included:

- Continued wellbeing support to local hospital staff, with volunteers staffing refreshment hubs in hospitals.
- Online financial seminars were provided for NHS staff and other organisations.
- Lions Centre runs its own food bank, serving 120 families per week.
- Outdoor football and sports activities were arranged for school-age children during the Easter/summer/Christmas 2022, and February 2023 which included lunches produced by MFC catering staff, providing over 8,500 free places and free meals.
- Staff from the Trust and MFC travelled to Africa and build a school in a township.
- The Trust runs an alternative schools' provision at its Lions Centre site, with weekly attendance of 52 students.

Post-COVID, the Trust has re-established itself as a significant provider of sport, health, education and community development opportunities for children, young people and adults across Southwark and Lewisham. The Trust has expanded and enhanced sports provision and continues to improve the quality of life for both individuals and neighbourhoods.

The aims and objectives agreed for each strand of activity this year resulted from our regular review of the values, principles and services provided by the Trust. The strategic financial aim is for the Trust turnover to be split between funded projects and services and generated income. This is a considered strategy to ensure that our income streams are spread across a range of sources in order to protect against the risk of funding declining or income generation reducing.

Maintaining some projects that deliver social outputs, such as disability programmes, place a strain on Trust finances, which is a continuing yet accepted challenge. Nevertheless, we have continued to "right-size" the organisation to maximise resources available as well as ensuring there remains significant social impact to our work. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult. Partners have been responsive to the challenges that we face and we have had success in developing new themes of work, particularly in health improvement and employability, which now deliver some exciting and innovative projects.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

STRATEGIC OVERVIEW OF THE YEAR 2022-23

Introduction (continued)
It is through the delivery of our programmes by our dedicated staff that we continue to capture the imagination and commitment of the growing number of local people that use our services. The Trust aims to create a sustainable year-round community sport offering for the residents of Southwark and Lewisham. In 2022 -23, on average over 8,000 young people weekly and over 12,500 residents annually have been engaged and benefitted by using the services provided by the Trust, with support from MFC.

A detailed analysis of the 'end of year' reports provided by programme managers defines a richness in the quality and diversity of the Trust's work and pays tribute to the enormous dedication and professional competence of full and part time staff. In this short summary of the outcomes of the Trust's work, we will draw attention to achievements and will attempt to summarise the impact the Trust's programme has made to the growth and development of young people, teachers, community entrepreneurs and public and voluntary bodies.

Below is a breakdown of specific projects. The funded projects have a duration of 1-3 years. Each project manager is responsible for their specific cost centre and submits proposals for funding. The CEO also develops large funding proposals and supports management staff with their projects.

Charitable activities – Schools Coaching
Following the disruption caused by COVID, the Trust has now resumed delivery of school curricular and extra-curricular sports programmes across our two core boroughs of Lewisham and Southwark. While over 70 sessions per week were delivered pre-COVID, these have reduced to 25 per week, as it has taken time for some schools to permit the Trust to resume its activities. A new programme offer has been designed and it is hoped that this will result in a higher level of uptake by schools. This includes the delivery of targeted girls-only sessions and practical PSHE sessions focusing on nutrition and health.

The Trust also organises sports days, summer fetes and fairs at schools in Lewisham and Southwark, including supporting large community events such as Lewisham People's Day and Bermondsey Festival. Also supporting MFC's outreach work in the community, via the FANZONE.

Other activities include boys and girls football competitions on behalf of the Premier League & EFL Trust.

Charitable activities - Sports Participation
Holiday Food and Activity (HAF) Courses
The Trust undertakes a large sports participation programme both in football and multi-sports. The Trust's coaching staff deliver a range of sports in schools, local grass roots football clubs and sports centres, on behalf of community groups and organisations, and deliver holiday course programmes during the school holidays. School holiday provision (13 weeks per year) for boys and girls is delivered at venues in Lewisham, Southwark and Kent, including the Lions Centre, and St Paul's Sports Ground.

Term-Time Football Club
We continue to deliver Term-Time Football Club (player development centre), the after-school football coaching programme. Sessions are offered two nights per week and at the weekend engaging children aged 4 - 12 years. We are continuing to develop this programme and align it more closely to the schools coaching programme in order to encourage children to continue their participation outside of school and increase attendance levels.

Millwall Lionesses and Girls Football Academy (continued)

Football Development
The Trust has a strong relationship with the MFC Academy and Millwall Lionesses, with a number of participants from our activities being invited to trial for and then sign for the respective club. Term-time Football Club continues to provide a sustainable foundation for young player development, with currently six first team Lionesses players first starting their football journey with the Trust and attending the Millwall Girls Football Academy programme.

Millwall Lionesses and Girls Football Academy
Millwall Lionesses is one of the oldest clubs and most recognisable names in women's football. Founded in 1971, the Lionesses became the first club in the country to be officially affiliated to a professional men's team in the 1980s, as MFC sought to strengthen its ties with the local community. Following the decision in May 2019 to relinquish the FA Women's Championship licence, the Trust is now registered with the London Football Association to operate Millwall Lionesses football team. This football team plays in the London & South-East Regional Women's League. As part of the on-going partnership with MFC and the Trust, the Lionesses first team train and play their fixtures at St Paul's Sports Ground.

Millwall Lionesses was the first club in the country to open a Girls' Centre of Excellence (a model that was later adopted by the FA and rolled out across the country), allowing MFC to develop players from the age of eight years. In March 2020, the Trust decided that it would own the Girls' Football academy in line with the Boys' academy and the Lionesses are currently fielding Girls Football Academy squads at U12, U14 and U18 levels.

Premier League Girls
The Trust successfully applied for funding to run three Premier League Girls' Satellite Clubs. We deliver two centres for female Participants aged 8-16 years.

The Premier League Girls enable talented girls to experience a higher standard of football and coaching, as well as understanding more about the possible pathways they may be able to take, either in elite football with the Girls Football academy or transitioning into local partner football clubs.

NCS – National Citizen Service
The Trust first received a contract for an NCS programme for autumn 2019, for 24 young people, to attend an out of bounds venue and complete a social action programme. On the success of this project, a contract for three years from 2020 was obtained looking at 220 young people to attend a similar programme each year, with a growth of 20% each year. Due to COVID-19 restrictions, the Trust was only able to offer a restricted programme and the overall size of the contract has been reduced, to 90 young people, which the Trust achieved. In February 2023, the contract expired. A new contract has been agreed with London Youth, the new NCS contract holder, commencing on 1 April 2023.

Club Partnerships
The Trust has formed partnerships with various grass roots local football clubs in Lewisham, Southwark and Kent, working with them to host Trust football holiday camps, player development centre, coaches CPD events, tickets to MFC matches (which promotes new supporter base for MFC) - income will be based on 50/50 profit split.

Toddler Soccer
The Trust delivered football provision within their own sites for 3-4 years developing core physical skills.

Kinder "Move and Learn"
Delivery of EFL *Healthy Lifestyle* programme within 15 schools over the school year, as a six-week programme consisting of education and physical activity workshops, linking in the *Healthy Schools* accreditation, funding from EFL of £12,000.

Charitable activities - Disability Projects
The Trust is fully committed to increasing the number of structured and regular sports and physical activities available to residents of all ages with disabilities within the London Boroughs of Lewisham and Southwark. All SEN schools we are currently offering provision include: Drumbeat, Brunswick Park and Spa School who have all signed up for the current academic year.

Millwall DS Lions are the official Millwall Downs Syndrome Team. The group come together once a month at the Lions Centre and have a mixture of fun training sessions and matches against other Downs Syndrome teams run by other professional community football clubs.

Millwall Lions are the official Millwall mental health team, which trains weekly at the Lions Centre and compete in the South London Grassroots Football League. The group is managed by SLAM (South London and Maudsley Mental Health Trust) and the Trust supports the programme by providing free facility usage and a coach to support the sessions.

Charitable Activities – Community Development Programmes
Premier League KICKS
Premier League KICKS is the Premier League's flagship community initiative. It has a long history of using the power of football and the value of sports participation to help hard-to-reach youngsters in some of the most disadvantaged areas of the community, turn their lives around. By engaging young people between the ages of 8-19 in constructive activities, including a wide variety of sports, coaching, music and educational and personal development sessions, local communities have been transformed with impressive sports participation rates and the authorities reporting significant reductions in anti-social behaviour.

The Trust has managed to continue to maintain a high percentage of delivery and coverage through securing local match funding. We work closely with Southwark Youth & Play (Southwark) and Youth First (Lewisham) to identify locations in need for constructive youth provision, where we now have a number of successful Premier League KICKS satellite venues throughout both boroughs.

19+ Football
The Trust works in partnership with Active Communities Network to provide free weekly football sessions for young people between the ages of 19-24. Although the sessions are open access, they aim to engage with young men and women who are either out of education or employment and the majority who engage are ex-KICKS participants. This session evidences that participants' relationship with the Trust is enduring and in some cases continues long into adulthood.

Volunteering & Mentoring
The Trust makes a commitment to support a number of people between the ages of 16-24 who have demonstrated a commitment to enrol on the active volunteers' programme.

Young volunteers benefit from:-

- Good learning environment by supporting qualified coaches at the Trust.
- Mentoring 1:1 support with project manager.
- Opportunity to enrol on accredited coaching courses to gain an insight in the coaching world of professional development and other educational awareness training.
- Certificate of achievement on completion of packages.
- Access to a variety of coaching session plans.
- Variety of volunteering opportunities through the different departments at the Trust such as community development, sports development and Lions Centre or St Paul's Community Sports Ground facilities.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2023**

DIVERT

DIVERT is a Metropolitan Police service diversion programme where the Trust provides a Custody Intervention Coach based in Lewisham Police Station. DIVERT's mission is to speak with 18-25-year-olds while they are still in police custody with the aim of finding them employment, education and training. Using a teachable moment, we speak with individuals who have been arrested and listen to what they want to aspire to. Using sustained and effective support we then refer young adults to respective organizations and employers.

Ultimately DIVERT's goal is to prevent reoffending and reduce crime. The programme runs separately to the criminal justice system, which allows us to deal with young adults on a bespoke, case-by-case basis and tailor our work to ensure that young people receive the most effective support. So far, we have worked with over 280 young adults and helped nearly 120 people into employment. Our overall reoffending rate is just eight per cent.

Millwall Walking Sports Clubs

The Trust works in partnership with the Southwark Pensioners Centre and the SE London Alzheimer's Society to deliver weekly Walking Sports Clubs for older people across the London Borough of Southwark. The programme supports older people and those with two or three limiting long-term health conditions, dementia, mental health difficulties, limited mobility or those who are inactive, to stay fit and healthy. The two-hour weekly activities offer older people the opportunity to meet other people have fun, stimulating the mind, and developing balance and hand-eye coordination. It offers an opportunity for a target audience that would not otherwise be active and may feel disengaged with the local community. Before and after each activity, the group have open and individual conversations over refreshments, allowing members to help each other by sharing life experiences and thus reducing stress, isolation and loneliness.

Under the health improvement banner, the Trust has developed a male adult health programme (MAN v FAT), with over 70 adults attending weekly physical and educational sessions on lifestyle change.

Charitable Activities - Education and Employability Programmes

The aim for the Trust's Education and Employability strand is to provide a suitable and robust education and employability programme to target groups within the Boroughs of Lewisham and Southwark. Over the course of the year, these programmes and have developed and changed to meet the needs of those we are working with and to ensure we are compliant and working to meet regulatory requirements.

Alternative Provision

The Trust has adapted its AP offer into an AP Academy, which provides a natural pathway into our post-16 initiatives. This has enabled us to tap into the mainstream market more and approach local schools to offer our services as AP provider which acts as a pre-cursor to post-16 programmes.

Recent developments have seen us implement a bespoke 1:1 offer whereby schools can refer students to us on a short-term basis, full-time. This can be used by schools as sixth-day provision or respite for any students who are in need of re-engagement and re-integration back to mainstream. The Trust AP Academy can take up to five students at any period of time throughout the academic year.

All students are on task to achieve BTEC qualifications this year with Year 10 students working towards an award and Year 11 looking to achieve a Diploma. Our education partners, the Mitre Group, and ASDAN have been very supportive with the moderation of work and will continue to externally verify the work we are doing to ensure we maintain the highest standards.

The AP has been quality assured by both LB Lewisham and LB Southwark and our short-term objective is to increase the number of learners referred and the range of schools we work with. This will subsequently increase our current days of delivery and enable us to further invest the development of the Trust AP. Our longer-term aim is to register the Trust Alternative Provision as a Free School.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

MCT Academy
Extensive time and effort have been invested into improving the overall quality of our Academy provision. This has subsequently led to an increase in numbers on the programme, improved reputation in the local area, strong links created with partner schools and the implementation of additional offers such as: NCS, pre-season training programme, Christmas Party and the Trust Academy Voluntary Scheme. There are 52 young people on the programme across two academic years, studying two qualifications, NCFE Level 2 and BTEC Level 3 Diploma.

MCT Traineeships
Traineeships has been a project that has been put on the back burner, as it has been important to get the correct work placements before you run a course. This has been very difficult this year, but this will be a focus for 2023-2024.

Equality & Diversity
The year has seen the Trust diversify in the provision and delivery of its programmes, i.e. with the development of the Millwall Romans and Millwall Pride football teams (LGBTQ+) with a membership of over 45 players, and to ensure that programmes are run within costs and impact the community.

In December 2020, MFC and the Trust started the first-ever audit of Board members, staff, volunteers and participants as part of an ongoing commitment towards equality, diversity and inclusion in all areas of operations. An internal survey was sent to all appropriate stakeholders and its findings allowed MFC to set necessary benchmarks as part of a new widespread and multi-faceted anti-discrimination strategy. Included within that was the formation of an Equality, Diversity and Inclusion Code of Practice to cover departments throughout MFC and the Trust's activities and recruitment processes.

In January 2021, MFC and the Trust announced the formation of its new 'Equality Steering Committee' - a team of MFC and Trust employees, fans and external advisors brought together to drive all initiatives, projects and strategies relating to all the above. The Committee continues to meet on a monthly basis with all members responsible for actioning differing tasks or objectives in between. The overall aim of the Committee is to ensure that MFC and the Trust remain an industry leader when it comes to combatting discrimination within the sport and also to ensure that its environment is diverse and inclusive.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

FUTURE DEVELOPMENTS

Following discussions regarding proposals for the development of the site around the Lions Centre, trustees have given their backing to MFC to negotiate with LB Lewisham for a new lease for the land around The Den. The Council has agreed in principle that a new long-term lease of all the land occupied by MFC and by the Trust would be granted containing provisions allowing the redevelopment to be carried out. Discussions on the duration of the long-term lease are ongoing.

The architects appointed by the Football Club have created a scheme to redevelop and regenerate the land around The Den which includes expanding the stadium, bringing it and its facilities into line with Premier League requirements, a new centre for the Trust within the stadium, protection of MFC's youth academy's status, and a hotel and conference centre.

In February 2023, MFC received planning permission to build a new training ground in Sevenoaks Kent, which will give the Trust an opportunity to develop programmes in the Kent area.

This is all very good news for the Trust, MFC, its supporters and, above all, for the local community.

The Trust will continue to develop core themes of activity, which in turn will create social value outputs. Some new health improvement, alternative education and employability projects have been maintained during 2022-23. The Trust is strategically developing a new delivery portfolio, building sustainability into each project. We also continue to increase activity and partnerships at the Lions Centre, creating additional income. As an example, we are widening the scope of holiday course opportunities by developing the multi-sport and activity programme to create a sustainable year-round offer.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

COVID-19

The period was one of recovery from the adverse financial effects caused by the COVID-19 pandemic. While the decreases in both business operations as well as fundraising capability during the account period were less than experienced during the severe lockdowns in 2020, some income streams continued to be affected as activity increased in the post-COVID period. Most major fundraising events were postponed until 2022, but plans are in place increase the number of events in 2023/24.

During the period of suspended operations, the Trust took advantage of the Coronavirus Job Retention Scheme from the UK Government, to protect as many roles as possible whilst there was no income coming in. In addition, the decision was taken by the board of trustees to cover any shortfall in the furlough grant claim during this time. Despite this, with reducing restrictions placed on our operations and limiting our ability to operate effectively, careful monitoring of income and expenditure has been enacted to safeguard the Trust's financial position.

As a further response to the pandemic, the board of trustees reviewed business plans together with the Chief Executive, and have been able to adapt some of our operations during this time, including the provision of meals for children and many other initiatives. These not only ensured that the Trust was able to continue to operate, and maintain staffing levels, but at the same time has enabled us to still fulfil some of our charitable aims and objectives.

Looking further forward, the Trust is more confident with the future prospects, as the effects of the COVID pandemic recede. The results for the year to 31 March 2023 have been impacted to a lesser extent than in previous years, with assistance of the cost control measures in place within the Trust. Along with the future business plans, the board are confident of the long-term viability of the Trust. As such the financial information has been prepared on a going concern basis, as the trustees feel this is the most appropriate presentation of information based upon their medium and long terms plans and financial projections.

Further comments on accounts 2022-23

The balance sheet as at 31 March 2023 shows reserves of £803,413 with good levels of cash at bank (compared with £783,716 in 2021/22). Total reserves increased by £19,697 (2021/22 increased by £193,255 to £783,716) with a £38,874 decrease in Restricted Reserves (2021-22 decrease by £14,488). There was an increase in our Unrestricted Reserves by £58,571 (2021-22 increase £207,703 to £684,994). Total income decreased from £1,367,197 to £1,189,285 (in 2021-22 decreased to £1,367,197) and costs of charitable activities decreased from £1,173,943 to £1,169,588 (in 2021-22 increased to £1,173,943).

The Directors continuously review the Trust's income streams and expenditure to identify potential efficiency cost savings to mitigate against projects that produce financial deficits. Much consideration has been given to restructuring the Trust's activities in the light of the current economic climate.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

Core Funding
Significant funding support comes through Premier League Charitable Fund, English Football League Trust, The FA, two local authorities, LB Lewisham and LB Southwark, and the London Mayor's Fund. The Trust is also grateful for the generous in-kind publicity and logistical support it receives from Southwark News. The majority of expenditure is on staff and volunteers and the other funds are committed to overheads from occupying offices not on club premises.

We are continuously developing creative partnerships to enable projects to evolve. Maintaining projects that deliver social outputs but place a strain on Trust finances is a continuing challenge. For example, despite the superb work of the Education and Employability Team and the Disability Department, which is considered an essential element of the Trust's plans going forward, margins are exceptionally tight. Nevertheless, there is a social output value to this project beyond the profit and loss report.

Core Costs – Full Costs Recovery Model
The Trust aims to employ a full cost recovery model, offsetting costs across projects. In recent years, this has become increasingly difficult due to reduced funding and increased costs. There is a limit to the amount each funder will allow for management and overheads. As a guideline we try to recover 15% for management costs plus a proportion of overheads. We are finding that in the case of some projects they cannot take the full overhead which places pressure on the core.

Investment performance
In recent years, the Trust has kept its reserves as cash at bank. However, interest rates are monitored to enable trustees to take an informed view as to whether the Trust could receive a competitive rate of interest if reserves were kept on deposit. This option is currently being explored in the light of increased interest rates.

Reserves policy
Trustees aim to keep reserves equal to three months' operating expenses, which is currently estimated to be in the region of £255,000. In addition, new funding achieved in 2021/20 has been maintained in 2022/23, including *Huski Chocolate* via MFC. At 2023/24 year-end, it is expected that the Trust will be in surplus and the reserves will be in a healthier position.

Funds in deficit
Whilst project margins are tight, some projects have run in past years in deficit. This year we have continued to ensure that all programmes are running in line budgets and are reviewed monthly to make any adjustments that are needed.

Principal funding sources
Funding is achieved for grassroots sports development linked to community cohesion, social inclusion, health improvement, education, engagement, employability and participation in sport. The Trust has a number of funding partners including central and local government as well as sports and local charities, such as the Premier League Charitable Trust, The FA, EFL Trust, housing associations, local authorities and in-kind support from MFC. During 2020/21, the Trust received a substantial legacy from MFC, which was invested during 2021/22 and has helped to provide welcome stability to its finances. Some funds are generated through the organisation of in-school and extra-curricular coaching, weekend and holiday sports clubs, Coach education and a football development programme.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2023

TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of the Trust for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

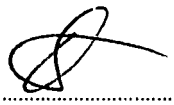
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements 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.

CONCLUSION

The Trust is looking forward to working with MFC and LB Lewisham to support the proposals for the redevelopment of the land held by MFC and the Trust. A strong relationship with MFC remains and the Trust's commitment to deliver high quality services that engage, enable and improve the lives of the people of Lewisham, Southwark and the wider 'Millwall Community' continues to drive staff, trustees and volunteers in their excellent service to the organisation.

The Trust faces the challenge of taking community engagement to a new level with optimism and positivity in light of MFC retaining its place in the English Football League Championship. There is a tangible excitement about the future - both on and off the field.



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Keith Soper
Chair of Trustees

Date: 05/12/23

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion

We have audited the financial statements of Millwall Community Trust (the 'charity') for the year ended 31 March 2023, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 auditor's report 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.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

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 Directors and Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustee's Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the accounts.

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.

Responsibilities of trustees

As explained more fully in the Trustee's responsibilities (set out on page 14), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

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David Lawrence BSc (Hons) FCA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited
Statutory Auditors & Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey
GU7 1LQ

Date: 14 December 2023

Millwall Community Trust

Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOMING RESOURCES					
Incoming resources from charitable activities					
Grants, donations and contracts for projects and activities	5	341,935	285,132	627,067	665,569
Grants for the construction of the Ball Court Extension	3	-	-	-	100,332
Sub-total Grants		341,935	285,132	627,067	765,901
Soccer Schools		-	-	-	-
Schools coaching		281,831	-	281,831	226,222
Other fees and income	4	86,170	-	86,170	171,857
Facility hire and other rental income		194,217	-	194,217	186,583
Furlough income		-	-	-	16,634
Total Income		904,153	285,132	1,189,285	1,367,197
EXPENDITURE ON:					
Charitable activities:					
Sport and education programmes	6	888,351	281,237	1,169,588	1,173,943
Total Expenditure		888,351	281,237	1,169,588	1,173,943
NET SURPLUS/(DEFICIT)	2	15,802	3,895	19,697	193,254
Transfers between funds	16	42,769	(42,769)	-	-
NET MOVEMENT IN FUNDS		58,571	(38,874)	19,697	193,254
TOTAL FUNDS brought forward		684,994	98,722	783,716	590,461
TOTAL FUNDS carried forward	16	743,565	59,848	803,413	783,716

The Statement of Financial Activities includes all gains and losses in the year. All income/ (expenditure) derives from continuing activities.

The notes on pages 20 to 31 form part of these accounts

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

Balance Sheet
as at 31 March 2023

	Notes	2023 £	2022 £
FIXED ASSETS			
Tangible assets	10	34,298	11,137
CURRENT ASSETS			
Debtors	11	138,713	188,212
Investments	12	221,809	229,813
Cash at bank and in hand		548,445	464,189
		908,967	882,214
CREDITORS			
Amounts falling due within one year	13	(139,852)	(109,635)
NET CURRENT (LIABILITIES)/ASSETS		769,115	772,579
TOTAL ASSETS LESS CURRENT LIABILITIES		803,413	783,716
CREDITORS			
Amounts falling due after one year	14	-	-
NET ASSETS	17	803,413	783,716
FUNDS			
Unrestricted funds			
General funds	16	743,565	684,994
Total unrestricted funds		743,565	684,994
Restricted funds	16	59,848	98,722
Total Funds		803,413	783,716

These Financial Statements from pages 18 to 31 have been approved by the Board of Directors on 05 December 2023 and signed on its behalf by

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Keith Soper
Trustee

The notes on pages 20 to 31 form part of these accounts

Millwall Community Trust

Statement of Cash Flows
For the year ended 31 March 2023

	Notes	2023 £	2022 £
Net movement in funds for the reporting period		19,697	193,254
Adjustments for:			
Depreciation charges		3,673	124,305
Decrease/(Increase) in stocks		-	-
Decrease/(Increase) in debtors		57,504	(66,273)
(Decrease)/Increase in creditors		30,217	(71,205)
Net cash provided by (used in) operating activities		111,091	180,081
Cash flows from investing activities:			
Purchase of plant and equipment		(26,834)	(3,057)
Net cash provided by (used in) investing activities		(26,834)	(3,058)
Change in cash and cash equivalents in the reporting period		84,257	177,023
Cash at the beginning of the reporting period		464,188	287,164
Cash at the end of the reporting period		548,445	464,188

The notes on pages 20 to 31 form part of these accounts

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

1. ACCOUNTING POLICIES

1.1 Statement of compliance

Millwall Community Trust is a private company limited by guarantee, incorporated in England. The registered office is The Den, Zampa Road, London. The nature of the charity's operations is set out in the Report to the Trustees.

The financial statements have been prepared in accordance with 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) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Basis of preparation

Millwall Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.3 Going concern

Trustees have paid particular attention to the impact of COVID-19 on the operations of the Trust and are confident that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

1.4 Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	25% straight line basis
CCTV system	20% straight line basis
Leasehold improvements	20% straight line basis
Fixtures and fittings	15% straight line basis
Sports Equipment	10% straight line basis

The Ball Court Extension was completed in November 2005. The extension is considered to have three separately identifiable components each of which have different estimated useful lives, as detailed below. All of the parts are depreciated on the straight-line basis.

Astroturf	10 years
Roof	17 years
Building	17 years

1.5 Voluntary Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of certain services and facilities provided by MFC and Footballers' Further Education and Vocational Training Society Limited has not been included.

1.6 Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The grants are split between different types of incoming resources as deemed appropriate.

The grant for the Ball Court Extension has been treated as deferred income and will be matched to the capital expenditure it relates to. It will be released in line with the estimated useful life of the building. This policy is considered to be appropriate as it reflects a fairer position of the charity in relation to the income and expenditure of the Ball Court.

1.7 Other income receivable

Fee income from soccer schools and schools coaching, facility and other equipment hire is recognised when the service is performed.

1.8 Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure is reported as part of the expenditure to which it relates:

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

Support costs include other professional fees and charges or credits relating to the Company's Value Added Tax partial exemption registration. These costs and credits have been allocated directly to such activities, where possible and otherwise with reference to the proportion of total restricted income to total unrestricted income.

Governance costs include those associated with meeting the constitutional and statutory requirements of the Charity which include the audit fees and costs linked to the strategic management of the Charity.

1.9 Restricted Funds

Restricted funds are to be spent on specific cost items and monitored by the donor throughout the life of the grant. Expenditure which meets these criteria is charged to the fund together with a fair allocation of premises and administration overhead. Staff costs and overhead expenses are allocated to projects and activities on a fair and reasonable basis within the terms and conditions of the funding provided. In the event that funding is not used by the Trust for specified purposes, there is a contractual obligation to repay donors.

1.10 Unrestricted Funds

Unrestricted funds are grants, donations and other income received or generated for the objects of the charity. Any surplus from grants received are reinvested towards the charitable aims of the Trust.

1.11 VAT

Income and expenditure have been included inclusive of VAT where VAT is considered to be irrecoverable.

1.12 Debtors

Short term debtors are measured at transaction value less any impairment. At each balance sheet date, debtors are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is measured as the difference between the carrying amount and the amount expected to be received.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

1.13 Creditors

Short term trade creditors are measured at transaction value. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

1.14 Investments

Investments are held at cost.

1.15 Key Judgement and Estimates

The only key judgement and estimate is considered to be the Ball Court depreciation which is detailed in note 1.4

2. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR

	2023	2022
	£	£
This is stated after charging or (crediting):		
Depreciation of tangible fixed assets owned by the Charity	3,673	3,906
Amortisation of ball court grant	-	(120,399)
Auditors' remuneration		
Audit services	11,000	10,000

3. GRANTS FOR THE CONSTRUCTION OF THE BALL COURT EXTENSION

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Amortisation of Ball Court grant	-	-	-	100,332

4. OTHER INCOME

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Legacy donation	-	-	-	-
Sponsorship income	50,000	-	50,000	50,000
Investment income	(8,004)	-	(8,004)	14,256
Other income	44,174	-	44,174	107,601
	86,170	-	86,170	171,857

The income received in the year ended 31 March 2022 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

5. GRANTS, DONATIONS AND CONTRACTS FOR PROJECTS AND ACTIVITIES

	Unrestricted	Restricted	Total 2023	Totals 2022
	£	£	£	£
Active Communities	36,000	-	36,000	38,500
Breaking Barriers - Southwark	-	-	-	-
Bromley and Lewisham BLG	-	-	-	-
Central grants	-	-	-	-
City Bridge Trust	-	-	-	-
Divert Programme (MPS)	-	8,226	8,226	47,529
Football League Trust – Core Funding	31,284	-	31,284	35,000
Football League Trust – Infrastructure	-	-	-	-
Premier League Kicks	-	170,635	170,635	137,000
Kinder Move & Learn	-	9,795	9,795	14,100
Lewisham Management	-	-	-	-
London Borough of Lewisham – PL Kicks	-	25,000	25,000	25,000
London Borough of Lewisham – Lockdown Support Grant	-	-	-	-
National Citizenship Service	119,717	-	119,717	131,171
Player Development Centre	-	-	-	-
Premier League Trust – Primary Stars	-	-	-	-
Regional Talent Club - Girls	-	-	-	-
Restart Football Grant	-	-	-	-
Riverside Project	-	-	-	-
Social Mixing Project	-	-	-	-
Southwark Council Lockdown Grant	-	-	-	-
Southwark Walking Sports	-	-	-	-
Southwark Youth & Play	-	21,602	21,602	21,602
Southwark Neighbourhood Fund	-	-	-	5,800
Sundry Donations and associated gift aid	53,326	-	53,326	19,251
The Mayors Fund for London	101,608	-	101,608	114,613
Traineeship Programme	-	-	-	-
We Do Care Grant	-	-	-	-
Wembley Trust Funding	-	-	-	-
Young Londoners Fund	-	49,874	49,874	72,879
Young People Mentoring	-	-	-	3,125
	341,935	285,132	627,067	665,569

Projects and Activities
Of the income from projects and activities received in the year ended 31 March 2022, £323,910 was restricted and £341,659 was unrestricted.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

6. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SPORT AND EDUCATION PROGRAMMES

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Salaries	504,141	227,716	731,857	631,227
Sports equipment and kit	11,848	596	12,444	10,418
Hire of facilities	16,074	43,449	59,523	39,680
Other project and activity costs	26,123	25	26,148	24,904
Staff training	18	6,934	6,952	875
Transport, travel and motor expenses	23,540	1,165	24,705	24,718
Premises costs	136,297	-	136,297	128,187
Printing, post, stationery and telephones	27,194	1,202	28,396	29,206
Computer equipment and software	12,163	-	12,163	17,048
Depreciation	3,673	-	3,673	124,072
Advertising	875	-	875	
Other expenses	76,712	-	76,712	20,523
Governance Costs (Note 8)	11,000	-	11,000	10,000
Support Costs (Note 7)	38,693	150	38,843	50,619
	888,351	281,237	1,169,588	1,173,942

Of the costs incurred in the year ended 31 March 2022, £861,038 was unrestricted and £312,904 was restricted.

7. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SUPPORT COSTS

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Professional fees	29,627	150	29,777	33,095
Company Secretary fees and expenses	9,066	-	9,066	8,000
Other expenses	-	-	-	9,524
	38,693	150	38,843	50,619

The costs incurred in the year ended 31 March 2022 £28,488 was unrestricted and £22,131 was restricted.

8. RESOURCES EXPENDED
GOVERNANCE COSTS

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Audit	11,000	-	11,000	10,000

The costs incurred in the year ended 31 March 2022 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

9. STAFF COSTS AND NUMBERS

	2023	2022
	£	£
Staff costs were:		
Salaries and wages (including coaching staff)	679,806	589,332
Social security costs	42,981	41,895
Pension costs (defined contribution)	9,070	7,970
	731,857	631,227

Defined contribution pension costs are allocated in line with the associated salaries and wages costs incurred within each fund.

The average weekly number of employees during the year, calculated on the basis of full-time equivalent was as follows:

	2023	2022
Core Staff	19	14
Casual coaches	10	7
	29	21

The average number of staff employed during the year was as follows:

	2023	2022
Core Staff	19	10
Casual coaches	37	20
	56	30

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2023	20223
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-

During the year remuneration of £75,000 (2022: £65,000) was paid to Key Personnel.

During the year remuneration of £Nil (2022: £Nil) was paid to the Trustees.

During the year expenses of £Nil (2022: £Nil) were paid to the Trustees.

Various volunteers helped the Trust during the year, assisting with delivery of projects, administration and general maintenance at the Lions Centre.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

10. TANGIBLE FIXED ASSETS

	Ball Court extension	Leasehold Improvements	CCTV system	Computer equipment	Sports equipment	Fixtures and fittings	Total
	£	£	£	£	£	£	£
Costs							
At 1 April 2022	1,503,771	15,066	4,460	44,647	30,494	22,946	1,621,384
Additions	-	-	-	-	26,045	789	26,834
Disposals	-	-	-	-	-	-	-
At 31 March 2023	1,503,771	15,066	4,460	44,647	56,539	23,735	1,648,218
Depreciation							
At 1 April 2022	1,503,771	15,066	4,460	37,422	28,580	20,948	1,610,247
Charge for the year	-	-	-	2,677	404	592	3,673
Disposals	-	-	-	-	-	-	-
At 31 March 2023	1,503,771	15,066	4,460	40,099	28,984	21,540	1,613,920
Net Book Value							
At 31 March 2023	-	-	-	4,548	27,555	2,195	34,298
At 31 March 2022	-	-	-	7,225	1,914	1,998	11,137

All tangible fixed assets are owned by the charity and are used directly for charitable purposes.

Millwall Community Trust has a 25 year lease with the London Borough of Lewisham to occupy the Lions Centre at a peppercorn rent. The lease expires on 19 November 2029.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

11. DEBTORS

	2023	2022
	£	£
Grants and income receivable	138,713	111,541
Other taxes and social security	-	20,535
Prepayments and accrued income	-	56,137
	138,713	188,212

12. INVESTMENTS

	2023	2022
	£	£
Investments	221,809	229,813
	221,809	229,813

13. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2023	2022
	£	£
Trade creditors	4,804	4,837
Other taxes and social security	12,622	12,897
Accruals and deferred income	122,426	91,901
Deferred Grant (Ball Court Extension)	-	-
	139,852	109,635

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

14. CREDITORS (AMOUNTS FALLING DUE AFTER ONE YEAR)

	2023 £	2022 £
Deferred grants	-	-
	-	-

DEFERRED GRANT

	£
Cost	
At 1 April 2022 and at 31 March 2023	1,482,929
Amortisation	
At 1 April 2022	1,482,929
Amortisation for the year	-
As at 31 March 2023	1,482,929
Net Book Value	-
At 31 March 2023	-
At 31 March 2022	-

	£
Due within one year	-
Due after one year	-
	-

15. OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	2023 £	2022 £
Not later than one year	19,000	-
Between two and five years	3,279	-
Lease payments recognised as an expense	-	-

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

16. MOVEMENT IN FUNDS

	1 April 2022	Incoming	Outgoing	Transfers Between Funds	31 March 2023
Restricted funds	£	£	£	£	£
Divert Programme (MPS)	2,631	8,226	(8,226)	(1,234)	1,397
Premier League Kicks	(7,210)	170,635	(154,266)	(25,595)	(16,436)
Kinder Move & Learn	16,061	9,795	(5,900)	(1,469)	18,487
Lewisham Youth Service	26,108	25,000	(25,000)	(3,750)	22,358
Premier League Primary Stars	22,848	-	-	-	22,848
Riverside	19,850	-	-	-	19,850
Southwark Council Youth & Play	10,813	21,602	(21,602)	(3,240)	7,573
Southwark Neighbourhood Fund	2,062	-	-	-	2,062
Young Londoners Fund	5,559	49,874	(66,243)	(7,481)	(18,291)
Sub-total	98,722	285,132	(281,237)	(42,769)	59,848
Ball court grant amortisation	-	-	-	-	-
Sub-total Restricted funds	98,722	285,132	(281,237)	(42,769)	59,848
General funds	684,994	904,153	(888,351)	42,769	743,565
Total restricted and unrestricted funds	783,716	1,189,285	(1,169,588)	-	803,413

Divert Programme (MPS): DIVERT is a Metropolitan Police Service intervention programme aimed to reduce reoffending.
Premier League Kicks: A sports activity programme for 12 to 19 year olds in partnership with the Metropolitan Police, The FA, the Premier & Football League. The basis is intensive provision in a geographical area highlighted as a "hot spot" for youth crime.
Kinder Move & Learn: EFL funded programme within local primary school, 6 week healthy schools project, combing education workshops and physical activity.
Lewisham Youth Service: Annual funding application for specific youth activities based around inclusion and education.
Premier League Primary Stars: Primary schools coaching and education programme.
Riverside: Riverside is a Youth centre in Deptford, that is being regenerated at a cost of £1.4 million, in partnership with MCT, youth first, and Lewisham Council. Funding for the project is from Football foundation.
Southwark Council Youth and Play: A grant from the London Borough of Southwark towards the Millwall Kicks programme on the housing estates in Southwark
Southwark Neighbourhood Fund: The fund is a local councillors fund to support programmes in the Southwark area only, MCT use this fund to match fund the KICKS programme in the local area
Young Londoners Fund: The fund is GLA /London Mayors officer, to support and create positive activities for young people in the London Boroughs, MCT use the funding for match fund for KICKS and activities around anti social behaviour, crime reduction.

The total balance of £59,848 on Restricted Funds is to be carried forward into 2023/24 to be spent on the respective projects. The transfer to unrestricted funds represents the net amounts charged to these projects and activities in respect of management costs and for the use of the Lions Centre facilities, coach education courses and other goods and services provided by the charity.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2023

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total Funds £
Tangible fixed assets	34,298	-	34,298
Net current (liabilities)/assets	780,909	-	780,909
Net assets at 31 March 2023	815,207	-	815,207

18. CONTROLLING PARTY

The charity is controlled by the Trustees and Directors of Millwall Community Trust.

19. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

MILLWALL COMMUNITY TRUST

England & Wales - Charity number 1082274

Accounts

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2022

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

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Millwall Community Trust

Company Information

DIRECTORS AND TRUSTEES:	Mark Fairbrother Rt Hon Sir Simon Hughes Steve Kavanagh Peter Garston Lord Kennedy of Southwark Stuart Lock Carly Simmons Keith Soper Jason Vincent
COMPANY SECRETARY:	Philip O'Halloran
CHIEF EXECUTIVE OFFICER:	Sean Daly
REGISTERED OFFICE:	The Den Zampa Road London SE16 3LN
REGISTERED CHARITY NUMBER:	1082274
COMPANY NUMBER:	03920152
AUDITORS:	Azets Audit Services Limited Registered Auditors & Chartered Accountants Ashcombe Court Woolsack Way Godalming Surrey GU7 1LQ
BANKERS:	Barclays Bank PLC Leicester LE87 2BB

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2022

The Directors and Trustees present their annual report for the year ended 31 March 2022 together with the audited accounts for the year and confirm that the latter comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

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. 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 annual general meeting one-third of the trustees (with longest service) are subject to retirement by rotation.

New trustees must be recommended by a trustee and are appointed by an ordinary resolution of the company. During 2022, an external recruitment process will be undertaken to appoint an additional trustee.

Induction and training of new trustees: New trustees are invited to the Trust's offices at the Lions Centre to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust plus minutes of recent meetings. New trustees are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity.

Organisational structure
The Trust is a company limited by guarantee and is registered with the Charity Commission. Six trustees (directors for company purposes) were appointed on incorporation, all of whom have since resigned. At 31 March 2022, the Trust had nine trustees.

A Chief Executive, who is not a trustee, leads the Trust on a day-to-day basis supported by a Leadership team including up to four strand managers, responsible for Schools (including Primary Stars); Football and Sports Development; Employment & Education; NCS (National Citizen Service) and Premier League KICKS.

The Leadership Team develop core projects and usage of the Lions Centre, related to the Trust's Charitable Aims. The Chief Executive Officer is paid at market rates which have been approved by the board of trustees. The Trust has contracted with Millwall Football Club (MFC) to provide its finance function. An MFC Finance Manager is responsible for processing all financial reporting for the Trust.

Wider network
The Trust has a strategy of encouraging sports participation through positive partnerships. It is affiliated to The English Football League Trust, which links all professional Football League Club Community Organisations. It has contracts with Housing Associations across the London Boroughs of Lewisham and Southwark, and KICKS is supported by the Metropolitan Police and the Premier League Charitable Foundation. The Trust has a strong relationship with London Boroughs of Southwark and Lewisham and is developing a new relationship with Sevenoaks District Council. In addition, the Trust has developed Service Level Agreements with a number of schools across its catchment area for curriculum and extra-curricular physical activity delivery.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2022

Vision, Objectives and aims

The charity's objects are for the benefit of the public generally with a clear "vision" to use the unique passion of Millwall to connect and inspire the club's communities. The Trust's mission is that we will use the power of Millwall to improve the lives of people through engagement in sport. In this way, the Trust aims to deliver high quality services that engage, enable and improve the lives of the people in the following key areas:

- *Schools Coaching & Sports Participation:* To provide a high-quality sports service to schools and the community.

- *Education & Employability:* To provide inspiration, encouragement and guidance for young people and adults, leading to improved education and career opportunities.

- *Community Development & Health Improvement:* To act as a true community partner by providing sport and physical activity opportunities in order to improve quality of life and neighbourhoods.

- *Neighbourhood Cohesion & Celebrating Diversity:* To work with MFC in promoting neighbourhood cohesion, including disaffected young people and other target groups; and to celebrate the diversity of the local community.

- *Facility & Business Management:* To manage the Trust's facilities sustainably, providing the community with opportunities to participate in sport, physical activity, health, and education; to ensure the financial and budgetary requirements of the Trust are provided in an appropriate manner.

- *Strategic Business Development:* To work to a Business Plan, taking into consideration the vision, ambitions and future aspirations of the Trust.

Lions Centre and St. Paul's Community Sports Ground

The Lions Centre is the Trust's operational HQ. Opened in 2002, the centre offers excellent facilities, including a sports hall, indoor Artificial Grass Pitch, two study centres, a seminar room, refreshment bar, office and changing space. The Centre is primarily used to build sports participation amongst the local community, train new coaches and forge links with local schools, community groups and businesses.

In December 2016, the Trust took on the management responsibility of St Paul's Community Sports Ground in Rotherhithe, Southwark. The facility offers a full-size, floodlit artificial turf pitch, a club room, changing rooms and spectator facilities enclosed within a secure sports ground fencing. The facility is the home venue for Fisher FC, Millwall Lionesses and Millwall Lionesses Girls Football Academy and the Millwall Romans (LGBTQ+). The venue also hosts a number of local clubs, schools and higher education institutions.

The facilities act as venues for the Trust's Academy, an educational programme that provides interactive sports learning programmes for local young people aged 16-19 years. Educational delivery is focused and tailored to meet the needs of young people with a combination of classroom-based lessons, followed by practical sessions in the gymnasium, outdoor or indoor football pitches.

The Trust aims to create a sustainable year-round community sport offer for the residents of Southwark and Lewisham and our partners, including Sevenoaks District Council. We have embarked on discussions with parties interested in working with us to decide where additional delivery hubs will be, enhancing the range of opportunities for all.

Related parties

Whilst the Trust is an independent organisation constituted as a company limited by guarantee with charitable status directed by a board of trustees, it has a longstanding working relationship with MFC. The Trust evolved from a Football in the Community programme originally established in 1985, which was a partnership between the football club, and Lewisham and Southwark local authorities.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2022**

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.

Significant activities
The Trust provides a broad range of opportunities throughout the year, designed to engage the local community in sports, health and education activities. This ranges from the schools' sports programme that is offered across a range of sports to the comprehensive social inclusion programmes in Lewisham and Southwark. A full description of activities is provided under the details of charitable activities.

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

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

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2022

STRATEGIC OVERVIEW OF THE YEAR 2021-22

Introduction

It is 37 years since the Millwall Community Scheme was established in 1985 as a result of a Greater London Council (GLC) initiative that offered London football clubs revenue funding for the employment of a single worker, plus a working budget for a five-year project to develop links and programmes within their communities. In the intervening years, the Trust has grown to offer a diverse range of sports, health, education and inclusion projects.

2021-22 was again a challenging year due to disruption caused by COVID-19 restrictions, which resulted in the temporary closure of the Lions Centre and St Paul's Community Sports Ground and the suspension of a number of the Trust's activities. Despite this, the Trust built on its refreshed vision, mission, aims and objectives and continued in its ambition to be more outward facing with an emphasis on partnership working and collaboration. Where permitted under COVID-19 restrictions, the Trust worked closely with its partners in the planning and delivery of an inclusive range of sporting and social opportunities for thousands of young people and adults living in disparate communities across Lewisham and Southwark. Specific support provided by the Trust to the local community included:

- Continued wellbeing support to local hospital staff, with volunteers staffing refreshment hubs in hospitals and helping with shopping for NHS staff working on shifts.
- Online financial seminars were provided for NHS staff and other organisations.
- Lions Centre runs its own food bank, serving 50 families per week.
- The Lions Centre has been used as a blood donation centre.
- Outdoor football and sports activities were arranged for school-age children during the summer/Christmas 2021, and February 2022 which included lunches produced by MFC catering staff, providing over 8,500 free places and free meals.
- Staff from the Trust and MFC travelled to Africa and build a school in a township.
- The Trust runs an alternative schools' provision at its Lions Centre site, with weekly attendance of 52 students.

The Trust has re-established itself as a significant provider of sport, health, education and community development opportunities for children, young people and adults across Southwark and Lewisham. The Trust has expanded and enhanced sports provision and continues to improve the quality of life for both individuals and neighbourhoods.

The aims and objectives agreed for each strand of activity this year resulted from our regular review of the values, principles and services provided by the Trust. The strategic financial aim is for the Trust turnover to be split between funded projects and services and generated income. This is a considered strategy to ensure that our income streams are spread across a range of sources in order to protect against the risk of funding declining or income generation reducing.

Maintaining some projects that deliver social outputs, such as disability programmes, place a strain on Trust finances, which is a continuing yet accepted challenge. Nevertheless, we have continued to "right-size" the organisation to maximise resources available as well as ensuring there remains significant social impact to our work. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult. Partners have been responsive to the challenges that we face and we have had success in developing new themes of work, particularly in health improvement and employability, which now deliver some exciting and innovative projects.

It is through the delivery of our programmes by our dedicated staff that we continue to capture the imagination and commitment of the growing number of local people that use our services. The Trust aims to create a sustainable year-round community sport offering for the residents of Southwark and Lewisham. In 2021 -22, on average over 8,000 young people weekly and over 12,000 residents annually have been engaged and benefitted by using the services provided by the Trust, with support from the Club.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2022**

STRATEGIC OVERVIEW OF THE YEAR 2021-22

Introduction (continued)
A detailed analysis of the 'end of year' reports provided by programme managers defines a richness in the quality and diversity of the Trust's work and pays tribute to the enormous dedication and professional competence of full and part time staff. In this short summary of the outcomes of the Trust's work, we will draw attention to achievements and will attempt to summarise the impact the Trust's programme has made to the growth and development of young people, teachers, community entrepreneurs and public and voluntary bodies.

Below is a breakdown of specific projects. The funded projects have a duration of 1-3 years. Each project manager is responsible for their specific cost centre and submits proposals for funding. The CEO also develops large funding proposals and supports management staff with their projects.

Charitable activities – Schools Coaching
Following the disruption caused by COVID, the Trust has now resumed delivery of school curricular and extra-curricular sports programmes with over 70 sessions per week across our two core boroughs of Lewisham and Southwark. This includes the delivery of targeted girls-only sessions and practical PSHE sessions focusing on nutrition and health.

The Trust also organises sports days, summer fetes and fairs at schools in Lewisham and Southwark, including supporting large community events such as Lewisham People's Day and Bermondsey Festival. Also supporting the club's outreach work in the community, via the FANZONE.

Other activities include boys and girls football competitions on behalf of the Premier League & EFL Trust.

Charitable activities - Sports Participation
Holiday Courses
The Trust undertakes a large sports participation programme both in football and multi-sports. The Trust's coaching staff deliver a range of sports in schools, local grass roots football clubs and sports centres, on behalf of community groups and organisations, and deliver holiday course programmes during the school holidays. School holiday provision (13 weeks per year) for boys and girls is delivered at venues in Lewisham, Southwark and Kent, including the Lions Centre, and St Paul's Sports Ground.

Term-Time Football Club
We continue to deliver Term-Time Football Club (player development centre), the after-school football coaching programme. Sessions are offered two nights per week and at the weekend engaging children aged 3 - 12 years. We are continuing to develop this programme and align it more closely to the schools coaching programme in order to encourage children to continue their participation outside of school and increase attendance levels.

Football Development
The Trust has a strong relationship with the MFC Academy and Millwall Lionesses, with a number of participants from our activities being invited to trial for and then sign for the respective club. Term-time Football Club continues to provide a sustainable foundation for young player development, with currently six first team Lionesses players first starting their football journey with the Trust and attending the Millwall Girls Football Academy programme.

Millwall Lionesses and Girls Football Academy
Millwall Lionesses is one of the oldest clubs and most recognisable names in women's football. Founded in 1971, the Lionesses became the first club in the country to be officially affiliated to a professional men's team in the 1980s, as MFC sought to strengthen its ties with the local community. Following the decision in May 2019 to relinquish the FA Women's Championship licence, the Trust is now registered with the London Football Association to operate Millwall Lionesses football team. This football team plays in the Southeast Women's League (level 5). As part of the on-going partnership with MFC and the Community Trust, the Lionesses first team train and play their fixtures at St Paul's Sports Ground.

Millwall Lionesses and Girls Football Academy (continued)

Millwall Lionesses was the first club in the country to open a Girls' Centre of Excellence (a model that was later adopted by the FA and rolled out across the country), allowing the club to develop players from the age of eight years. In March 2020, the Trust decided that it would own the Girls' Football academy in line with the Boys' academy and the Lionesses are currently fielding Girls Football Academy squads at U12, U14 and U18 levels.

Premier League Girls
The Trust successfully applied for funding to run three Premier League Girls' Satellite Clubs. We deliver two centres for female Participants aged 8-16 years.

The Premier League Girls enable talented girls to experience a higher standard of football and coaching, as well as understanding more about the possible pathways they may be able to take, either in elite football with the Girls Football academy or transitioning into local partner football clubs.

NCS – National Citizen Service
The Trust first received a contract for an NCS programme for autumn 2019, for 24 young people, to attend an out of bounds venue and complete a social action programme. On the success of this project, a contract for three years from 2020 was obtained looking at 220 young people to attend a similar programme each year, with a growth of 20% each year. Due to COVID-19 restrictions, the Trust was only able to offer a restricted programme and the overall size of the contract has been reduced, to 90 young people, which the Trust achieved. 2022 should see the contract be more in line with the original contract until its expiry in February 2023.

PE Premium project
The Trust has partnerships with four local schools for advice and delivery of their PE premium outcomes around sports participation, teacher CPD, skills within sport, tournaments. This project has given the Trust a good foothold within local schools.

Club Partnerships
The Trust has formed partnerships with various grass roots local football clubs in Lewisham, Southwark and Kent, working with them to host Trust football holiday camps, player development centre, coaches CPD events, tickets to MFC matches (which promotes new supporter base for the club) - income will be based on 50/50 profit split.

Toddler Soccer
The Trust delivered football provision within their own sites for 3-4 years developing core physical skills.

Kinder "Move and Learn"
Delivery of EFL *Healthy Lifestyle* programme within 15 schools over the school year, as a six-week programme consisting of education and physical activity workshops, linking in the *Healthy Schools* accreditation, funding from EFL of £12,000.

Charitable activities - Disability Projects
The Trust is fully committed to increasing the number of structured and regular sports and physical activities available to residents of all ages with disabilities within the London Boroughs of Lewisham and Southwark. All SEN schools we are currently offering provision include: Drumbeat, Cherry Garden, Brunswick Park and Spa School who have all signed up for the current academic year.

Millwall DS Lions are the official Millwall Downs Syndrome Team, who this year entered the national DS festival. The group come together once a month at the Lions Centre and have a mixture of fun training sessions and matches against other Downs Syndrome teams run by other professional community football clubs.

Millwall Lions are the official Millwall mental health team, which trains weekly at St Paul's Sports Ground and compete in the South London Grassroots Football League. The group is managed by SLAM (South London and Maudsley Mental Health Trust) and the Trust supports the programme by providing free facility usage and a coach to support the sessions.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2022

Charitable Activities – Community Development Programmes

Premier League Kicks

Premier League Kicks is the Premier League's flagship community initiative. It has a long history of using the power of football and the value of sports participation to help hard-to-reach youngsters in some of the most disadvantaged areas of the community, turn their lives around. By engaging young people between the ages of 8-19 in constructive activities, including a wide variety of sports, coaching, music and educational and personal development sessions, local communities have been transformed with impressive sports participation rates and the authorities reporting significant reductions in anti-social behaviour.

The Trust has managed to continue to maintain a high percentage of delivery and coverage through securing local match funding. We work closely with Southwark Youth & Play (Southwark) and Youth First (Lewisham) to identify locations in need for constructive youth provision, where we now have a number of successful Premier League Kicks satellite venues throughout both boroughs.

19+ Football

The Trust works in partnership with Active Communities Network to provide free weekly football sessions for young people between the ages of 19-24. Although the sessions are open access, they aim to engage with young men and women who are either out of education or employment and the majority who engage are ex-KICKS participants. This session evidences that participants' relationship with the Trust is enduring and in some cases continues long into adulthood.

Volunteering & Mentoring

The Trust makes a commitment to support a number of people between the ages of 16-24 who have demonstrated a commitment to enrol on the active volunteers' programme.

Young volunteers benefit from:-

- Good learning environment by supporting qualified coaches at the Trust.
- Mentoring 1:1 support with project manager.
- Opportunity to enrol on accredited coaching courses to gain an insight in the coaching world of professional development and other educational awareness training.
- Certificate of achievement on completion of packages.
- Access to a variety of coaching session plans.
- Variety of volunteering opportunities through the different departments at the Trust such as community development, sports development and Lions Centre or St Paul's Community Sports Ground facilities.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2022**

DIVERT
DIVERT is a Metropolitan Police service diversion programme where the Trust provides a Custody Intervention Coach based in Lewisham Police Station. DIVERT's mission is to speak with 18-25-year-olds while they are still in police custody with the aim of finding them employment, education and training. Using a teachable moment, we speak with individuals who have been arrested and listen to what they want to aspire to. Using sustained and effective support we then refer young adults to respective organizations and employers.

Ultimately DIVERT's goal is to prevent reoffending and reduce crime. The programme runs separately to the criminal justice system, which allows us to deal with young adults on a bespoke, case-by-case basis and tailor our work to ensure that young people receive the most effective support. So far, we have worked with over 280 young adults and helped nearly 120 people into employment. Our overall reoffending rate is just eight per cent.

Millwall Walking Sports Clubs
The Trust works in partnership with the Southwark Pensioners Centre and the SE London Alzheimer's Society to deliver weekly Walking Sports Clubs for older people across the London Borough of Southwark. The programme supports older people and those with two or three limiting long-term health conditions, dementia, mental health difficulties, limited mobility or those who are inactive, to stay fit and healthy. The two-hour weekly activities offer older people the opportunity to meet other people have fun, stimulating the mind, and developing balance and hand-eye coordination. It offers an opportunity for a target audience that would not otherwise be active and may feel disengaged with the local community. Before and after each activity, the group have open and individual conversations over refreshments, allowing members to help each other by sharing life experiences and thus reducing stress, isolation and loneliness.

Under the health improvement banner, the Trust has developed a male adult health programme (MAN v FAT), with over 70 adults attending weekly physical and educational sessions on lifestyle change. It has expanded its Employability offer, working with DWP on the "Kick Start" programme, with 23 young people employed by the Trust and the club, receiving six months of sports industry work experience.

Charitable Activities - Education and Employability Programmes
The aim for the Trust's Education and Employability strand is to provide a suitable and robust education and employability programme to target groups within the Boroughs of Lewisham and Southwark. Over the course of the year, these programmes and have developed and changed to meet the needs of those we are working with and to ensure we are compliant and working to meet regulatory requirements.

Alternative Provision
The Trust has adapted its AP offer into an AP Academy, which provides a natural pathway into our post-16 initiatives. This has enabled us to tap into the mainstream market more and approach local schools to offer our services as AP provider which acts as a pre-cursor to post-16 programmes.

Recent developments have seen us implement a bespoke 1:1 offer whereby schools can refer students to us on a short-term basis, full-time. This can be used by schools as sixth-day provision or respite for any students who are in need of re-engagement and re-integration back to mainstream. The Trust AP Academy can take up to five students at any period of time throughout the academic year.

All students are on task to achieve BTEC qualifications this year with Year 10 students working towards an award and Year 11 looking to achieve a Diploma. Our education partners, the Mitre Group, and ASDAN have been very supportive with the moderation of work and will continue to externally verify the work we are doing to ensure we maintain the highest standards.

The AP has been quality assured by both LB Lewisham and LB Southwark and our short-term objective is to increase the number of learners referred and the range of schools we work with. This will subsequently increase our current days of delivery and enable us to further invest the development of the Trust AP. Our longer-term aim is to register the Trust Alternative Provision as a Free School.

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Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2022**

MCT Academy
Extensive time and effort have been invested into improving the overall quality of our Academy provision. This has subsequently led to an increase in numbers on the programme, improved reputation in the local area, strong links created with partner schools and the implementation of additional offers such as: NCS, pre-season training programme, Christmas Party and the Trust Academy Voluntary Scheme. There are 54 young people on the programme across two academic years, studying two qualifications, NCFE Level 2 and BTEC Level 3 Diploma.

MCT Traineeships
Traineeships has been a project that has been put on the back burner, as it has been important to get the correct work placements before you run a course. This has been very difficult this year, but this will be a focus for 2022-2023.

Equality & Diversity
The year has seen the Trust diversify in the provision and delivery of its programmes, i.e. with the development of the Millwall Romans and Millwall Pride football teams (LGBTQ+) with a membership of 40 players, and to ensure that programmes are run within costs and impact the community.

In December 2020, MFC and the Trust started the first-ever audit of Board members, staff, volunteers and participants as part of an ongoing commitment towards equality, diversity and inclusion in all areas of operations. An internal survey was sent to all appropriate stakeholders and its findings allowed the club to set necessary benchmarks as part of a new widespread and multi-faceted anti-discrimination strategy. Included within that was the formation of an Equality, Diversity and Inclusion Code of Practice to cover departments throughout MFC and the Trust's activities and recruitment processes.

In January 2021, MFC and the Trust announced the formation of its new 'Equality Steering Committee' - a team of MFC and Trust employees, fans and external advisors brought together to drive all initiatives, projects and strategies relating to all the above. The Committee continues to meet on a monthly basis with all members responsible for actioning differing tasks or objectives in between. The overall aim of the Committee is to ensure that MFC and the Trust remain an industry leader when it comes to combatting discrimination within the sport and also to ensure that its environment is diverse and inclusive.

FUTURE DEVELOPMENTS

Following discussions regarding proposals for the development of the site around the Lions Centre, trustees have given their backing to MFC to negotiate with LB Lewisham for a new lease for the land around The Den. The Council has agreed in principle that a new long-term lease of all the land occupied by the Club and by the Trust would be granted containing provisions allowing the redevelopment to be carried out. Discussions on the duration of the long-term lease are ongoing.

The architects appointed by the Football Club have created a scheme to redevelop and regenerate the land around The Den which includes expanding the stadium, bringing it and its facilities into line with Premier League requirements, a new centre for the Trust within the stadium, protection of MFC's youth academy's status, and a hotel and conference centre.

In October 2022, the Club has received planning permission to build a new training ground in Sevenoaks Kent, which will give the Trust an opportunity to develop programmes in the Kent area.

This is all very good news for the Trust, MFC, its supporters and, above all, for the local community.

The Trust will continue to develop core themes of activity, which in turn will create social value outputs. Some new health improvement, alternative education and employability projects have been maintained during 2021-22. The Trust is strategically developing a new delivery portfolio, building sustainability into each project. We also continue to increase activity and partnerships at the Lions Centre, creating additional income. As an example, we are widening the scope of holiday course opportunities by developing the multi-sport and activity programme to create a sustainable year-round offer.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2022**

FINANCIAL REVIEW

COVID-19

The financial results for the year ending 31 March 2022 have again been partially impacted by the COVID-19 pandemic. While the decreases in both business operations as well as fundraising capability during the last month of the account period were less than experienced during the severe lockdowns in 2020, income streams continued to be adversely affected by COVID-19. All major fundraising events were postponed, but plans are in place to resume these events in 2022/23.

During the period of suspended operations, the Trust took advantage of the Coronavirus Job Retention Scheme from the UK Government, to protect as many roles as possible whilst there was no income coming in. In addition, the decision was taken by the board of trustees to cover any shortfall in the furlough grant claim during this time. Despite this, since the year end, with continuing restrictions placed on our operations and limiting our ability to operate effectively, further cost-saving measures have been enacted, whilst still utilising help and assistance from the UK Government, and support from the football club.

As a further response to the pandemic, the board of trustees reviewed business plans together with the Chief Executive, and have been able to adapt some of our operations during this time, including the provision of meals for children and many other initiatives. These not only ensured that the Trust was able to continue to operate, and maintain staffing levels, but at the same time has enabled us to still fulfil some of our charitable aims and objectives.

Looking further forward, the Trust is more confident with the future prospects, given the positive impact of the NHS vaccination programme. Although the results for the year to 31 March 2022 have been impacted, with the cost control measures in place within the Trust, this has partially mitigated the impact, and along with the future business plans, the board are confident of the long-term viability of the Trust. As such the financial information has been prepared on a going concern basis, as the trustees feel this is the most appropriate presentation of information based upon their medium and long terms plans and financial projections.

Further comments on accounts 2021-22

The balance sheet as at 31 March 2022 shows reserves of £797,715 with good levels of cash at bank. Total reserves increased by £207,254 (2020-21 increased by £547,510 to £590,461) despite a £100,593 decrease in Restricted Reserves (2020-21 increase by £86,354). There was an increase in our Unrestricted Reserves by £307,848 (2020-21 increase £461,146 to £477,291). Total income decreased from £1,477,247 to £1,367,197 (in 2020-21 increased to £1,477,247) and costs of charitable activities increased to £1,159,942 (in 2020-21 decreased to £929,737).

The Directors continuously review the Trust's income streams and expenditure to identify potential efficiency cost savings to mitigate against projects that produce financial deficits. Much consideration has been given to restructuring the Trust's activities in the light of the current economic climate.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2022**

Core Funding
Significant funding support comes through Premier League Charitable Fund, English Football League Trust, The FA, two local authorities, LB Lewisham and LB Southwark, and the London Mayor's Fund. The Trust is also grateful for the generous in-kind publicity and logistical support it receives from Southwark News. The majority of expenditure is on staff and volunteers and the other funds are committed to overheads from occupying offices not on club premises.

We are continuously developing creative partnerships to enable projects to evolve. Maintaining projects that deliver social outputs but place a strain on Trust finances is a continuing challenge. For example, despite the superb work of the Education and Employability Team and the Disability Department, which is considered an essential element of the Trust's plans going forward, margins are exceptionally tight. Nevertheless, there is a social output value to this project beyond the profit and loss report.

Core Costs – Full Costs Recovery Model
The Trust aims to employ a full cost recovery model, offsetting costs across projects. In recent years, this has become increasingly difficult due to reduced funding and increased costs. There is a limit to the amount each funder will allow for management and overheads. As a guideline we try to recover 15% for management costs plus a proportion of overheads. We are finding that in the case of some projects they cannot take the full overhead which places pressure on the core.

Investment performance
In recent years, the Trust has kept its reserves as cash at bank. However, interest rates are monitored to enable trustees to take an informed view as to whether the Trust could receive a competitive rate of interest if reserves were kept on deposit. This is unlikely in the current financial climate.

Reserves policy
Trustees aim to keep reserves equal to three months' operating expenses, which is currently estimated to be in the region of £255,000. In addition, new funding achieved in 2020/21 has been maintained in 2021/22, including *Huski Chocolate*. Despite the disruption caused by COVID-19, at 2022/23 year-end, it is expected that the Trust will be in surplus and the reserves will be in a healthier position.

Funds in deficit
Whilst project margins are tight, some projects have run in past years in deficit. This year we have continued to ensure that all programmes are running in line budgets and are reviewed monthly to make any adjustments that are needed.

Principal funding sources
Funding is achieved for grassroots sports development linked to community cohesion, social inclusion, health improvement, education, engagement, employability and participation in sport. The Trust has a number of funding partners including central and local government as well as sports and local charities, such as the Premier League Charitable Trust, The FA, EFL Trust, housing associations, local authorities and in-kind support from MFC. During 2020/21, the Trust received a substantial legacy from MFC, which has been invested during 2021/22 and has helped to provide welcome stability to its finances. Some funds are generated through the organisation of in-school and extra-curricular coaching, weekend and holiday sports clubs, Coach education and a football development programme.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2022

TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of the Trust for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

CONCLUSION

The Trust is looking forward to working with MFC and LB Lewisham to support the proposals for the redevelopment of the land held by MFC and the Trust. A strong relationship with MFC remains and the Trust's commitment to deliver high quality services that engage, enable and improve the lives of the people of Lewisham, Southwark and the wider 'Millwall Community' continues to drive staff, trustees and volunteers in their excellent service to the organisation.

The Trust faces the challenge of taking community engagement to a new level with optimism and positivity in light of MFC retaining its place in the English Football League Championship. There is a tangible excitement about the future - both on and off the field.

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Keith Soper
Chair of Trustees

Date: 20/12/2022

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion

We have audited the financial statements of Millwall Community Trust (the 'charity') for the year ended 31 March 2022, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 auditor's report 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.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

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 Directors and Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustee's Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the accounts.

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.

Responsibilities of trustees

As explained more fully in the Trustee's responsibilities (set out on page 13), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report
This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

……
David Lawrence BSc (Hons) FCA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited
Statutory Auditors & Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey
GU7 1LQ

Date: 21/12/2022

Millwall Community Trust

Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOMING RESOURCES					
Incoming resources from charitable activities					
Grants, donations and contracts for projects and activities	5	341,659	323,910	665,569	529,225
Grants for the construction of the Ball Court Extension	3	-	100,332	100,332	145,000
Sub-total Grants		341,659	424,242	765,901	674,225
Soccer Schools		-	-	-	-
Schools coaching		226,222	-	226,222	222,895
Other fees and income	4	171,857	-	171,857	316,517
Facility hire and other rental income		186,583	-	186,583	76,823
Furlough income		16,634	-	16,634	186,787
Total Income		942,955	424,242	1,367,197	1,477,247
EXPENDITURE ON:					
Charitable activities:					
Sport and education programmes	6	783,838	390,105	1,173,943	929,737
Total Expenditure		783,838	390,105	1,173,943	929,737
NET SURPLUS/(DEFICIT)	2	159,117	34,137	193,254	547,510
Transfers between funds	15	48,586	(48,586)	-	-
NET MOVEMENT IN FUNDS		207,703	(14,449)	193,254	-
TOTAL FUNDS brought forward		477,291	113,170	590,461	42,951
TOTAL FUNDS carried forward	15	684,994	98,722	783,716	590,461

The Statement of Financial Activities includes all gains and losses in the year. All income/ (expenditure) derives from continuing activities.

The notes on pages 20 to 30 form part of these accounts

Millwall Community Trust

Balance Sheet
as at 31 March 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Tangible assets	10	11,137	132,384
CURRENT ASSETS			
Debtors	11	188,212	351,753
Investments	12	229,813	-
Cash at bank and in hand		464,189	287,164
		882,214	638,917
CREDITORS			
Amounts falling due within one year	13	(109,635)	(180,840)
NET CURRENT (LIABILITIES)/ASSETS		772,579	458,077
TOTAL ASSETS LESS CURRENT LIABILITIES		783,716	590,461
CREDITORS			
Amounts falling due after one year	14	(-)	(-)
NET ASSETS	17	783,716	590,461
FUNDS			
Unrestricted funds			
General funds	16	684,994	477,291
Total unrestricted funds		684,994	477,291
Restricted funds	16	98,722	113,170
Total Funds		783,716	590,461

These Financial Statements from pages 17 to 30 have been approved by the Board of Directors on 20 December 2022 and signed on its behalf by

.....
Keith Soper
Trustee

The notes on pages 20 to 30 form part of these accounts

Millwall Community Trust

Statement of Cash Flows
For the year ended 31 March 2022

	Notes	2022 £	2021 £
Net movement in funds for the reporting period		193,254	547,510
Adjustments for:			
Depreciation charges		124,305	148,359
Decrease/(Increase) in stocks		-	-
Decrease/(Increase) in debtors		(66,273)	(349,802)
(Decrease)/Increase in creditors		(71,205)	(187,972)
Net cash provided by (used in) operating activities		194,081	158,095
Cash flows from investing activities:			
Purchase of plant and equipment		(3,058)	(2,738)
Net cash provided by (used in) investing activities		(3,058)	(2,738)
Change in cash and cash equivalents in the reporting period		191,023	155,357
Cash at the beginning of the reporting period		287,164	131,807
Cash at the end of the reporting period		464,188	287,164

The notes on pages 20 to 30 form part of these accounts

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

1. ACCOUNTING POLICIES

1.1 Statement of compliance

Millwall Community Trust is a private company limited by guarantee, incorporated in England. The registered office is The Den, Zampa Road, London. The nature of the charity's operations is set out in the Report to the Trustees.

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Basis of preparation

Millwall Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.3 Going concern

Trustees have paid particular attention to the impact of COVID-19 on the operations of the Trust and are confident that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

1.4 Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	25% straight line basis
CCTV system	20% straight line basis
Leasehold improvements	20% straight line basis
Fixtures and fittings	15% straight line basis
Sports Equipment	10% straight line basis

The Ball Court Extension was completed in November 2005. The extension is considered to have three separately identifiable components each of which have different estimated useful lives, as detailed below. All of the parts are depreciated on the straight-line basis.

Astroturf	10 years
Roof	17 years
Building	17 years

1.5 Voluntary Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of certain services and facilities provided by MFC and Footballers' Further Education and Vocational Training Society Limited has not been included.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

1.6 Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The grants are split between different types of incoming resources as deemed appropriate.

The grant for the Ball Court Extension has been treated as deferred income and will be matched to the capital expenditure it relates to. It will be released in line with the estimated useful life of the building. This policy is considered to be appropriate as it reflects a fairer position of the charity in relation to the income and expenditure of the Ball Court.

1.7 Other income receivable

Fee income from soccer schools and schools coaching, facility and other equipment hire is recognised when the service is performed.

1.8 Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure is reported as part of the expenditure to which it relates:

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

Support costs include other professional fees and charges or credits relating to the Company's Value Added Tax partial exemption registration. These costs and credits have been allocated directly to such activities, where possible and otherwise with reference to the proportion of total restricted income to total unrestricted income.

Governance costs include those associated with meeting the constitutional and statutory requirements of the Charity which include the audit fees and costs linked to the strategic management of the Charity.

1.9 Restricted Funds

Restricted funds are to be spent on specific cost items and monitored by the donor throughout the life of the grant. Expenditure which meets these criteria is charged to the fund together with a fair allocation of premises and administration overhead. Staff costs and overhead expenses are allocated to projects and activities on a fair and reasonable basis within the terms and conditions of the funding provided. In the event that funding is not used by the Trust for specified purposes, there is a contractual obligation to repay donors.

1.10 Unrestricted Funds

Unrestricted funds are grants, donations and other income received or generated for the objects of the charity. Any surplus from grants received are reinvested towards the charitable aims of the Trust.

1.11 VAT

Income and expenditure have been included inclusive of VAT where VAT is considered to be irrecoverable.

1.12 Debtors

Short term debtors are measured at transaction value less any impairment. At each balance sheet date, debtors are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is measured as the difference between the carrying amount and the amount expected to be received.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

1.13 Creditors

Short term trade creditors are measured at transaction value. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

1.14 Investments

Investments are held at cost.

1.15 Key Judgement and Estimates

The only key judgement and estimate is considered to be the Ball Court depreciation which is detailed in note 1.4

2. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR

	2022	2021
	£	£
This is stated after charging or (crediting):		
Depreciation of tangible fixed assets owned by the Charity	3,906	3,301
Amortisation of ball court grant	(120,399)	(145,000)
Auditors' remuneration		
Audit services	10,000	11,000

3. GRANTS FOR THE CONSTRUCTION OF THE BALL COURT EXTENSION

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Amortisation of Ball Court grant	-	100,332	100,332	145,000

4. OTHER INCOME

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Legacy donation	-	-	-	215,557
Sponsorship income	50,000	-	50,000	50,000
Investment income	14,256	-	14,256	-
Other income	107,601	-	107,601	50,960
	171,857	-	171,857	316,517

The income received in the year ended 31 March 2021 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

5. GRANTS, DONATIONS AND CONTRACTS FOR PROJECTS AND ACTIVITIES

	Unrestricted	Restricted	Total 2022	Totals 2021
	£	£	£	£
Active Communities	38,500	-	38,500	-
Breaking Barriers - Southwark	-	-	-	8,722
Bromley and Lewisham BLG	-	-	-	1,725
Central grants	-	-	-	9,715
City Bridge Trust	-	-	-	36,500
Divert Programme (MPS)	-	47,529	47,529	33,000
Football League Trust – Core Funding	35,000	-	35,000	42,000
Football League Trust – Infrastructure	-	-	-	-
Premier League Kicks	-	137,000	137,000	133,437
Kinder Move & Learn	-	14,100	14,100	10,400
Lewisham Management	-	-	-	-
London Borough of Lewisham – PL Kicks	-	25,000	25,000	18,750
London Borough of Lewisham – Lockdown Support Grant	-	-	-	21,118
National Citizenship Service	131,171	-	131,171	28,144
Player Development Centre	-	-	-	-
Premier League Trust – Primary Stars	-	-	-	-
Regional Talent Club - Girls	-	-	-	-
Restart Football Grant	-	-	-	3,000
Riverside Project	-	-	-	-
Social Mixing Project	-	-	-	-
Southwark Council Lockdown Grant	-	-	-	14,859
Southwark Walking Sports	-	-	-	-
Southwark Youth & Play	-	21,602	-	21,602
Southwark Neighbourhood Fund	-	5,800	-	17,010
Sundry Donations and associated gift aid	19,251	-	19,251	11,851
The Mayors Fund for London	114,613	-	114,613	49,042
Traineeship Programme	-	-	-	-
We Do Care Grant	-	-	-	3,500
Wembley Trust Funding	-	-	-	5,000
Young Londoners Fund		72,879	72,879	59,849
Young People Mentoring	3,125	-	3,125	-
	341,659	323,910	665,569	529,224

Projects and Activities
Of the income from projects and activities received in the year ended 31 March 2021, £448,480 was restricted and £73,875 was unrestricted.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

6. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SPORT AND EDUCATION PROGRAMMES

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Salaries	482,569	215,587	631,227	555,791
Sports equipment and kit	7,970	2,448	10,418	2,022
Hire of facilities	13,100	26,580	39,680	51,737
Other project and activity costs	24,731	4,710	24,904	21,837
Staff training	875	-	875	1,619
Transport, travel and motor expenses	7,504	17,214	24,718	10,017
Premises costs	128,187	-	128,187	52,867
Printing, post, stationery and telephones	28,103	1,103	29,206	7,725
Computer equipment and software	17,048	-	17,048	14,366
Depreciation	23,740	100,332	124,072	148,359
Other expenses	20,523	-	20,523	862
Governance Costs (Note 8)	10,000	-	10,000	21,350
Support Costs (Note 7)	28,488	22,131	50,619	41,184
	861,038	312,904	1,173,942	929,737

Of the costs incurred in the year ended 31 March 2021, £583,741 was unrestricted and £345,996 was restricted.

7. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SUPPORT COSTS

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Professional fees	10,964	22,131	33,095	35,367
Company Secretary fees and expenses	8,000	-	8,000	5,652
Other expenses	9,524	-	9,524	165
	28,488	22,131	50,619	41,184

The costs incurred in the year ended 31 March 2021 all related to unrestricted funds.

8. RESOURCES EXPENDED
GOVERNANCE COSTS

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Audit	10,000	-	10,000	11,000

The costs incurred in the year ended 31 March 2021 all related to unrestricted funds.

9. STAFF COSTS AND NUMBERS

	2022	2021
	£	£
Staff costs were:		
Salaries and wages (including coaching staff)	589,332	520,331
Social security costs	41,895	35,460
	631,227	555,791

The average weekly number of employees during the year, calculated on the basis of full-time equivalent was as follows:

	2022	2021
Core Staff	14	14
Casual coaches	7	3
	21	17

The average number of staff employed during the year was as follows:

	2022	2021
Core Staff	10	14
Casual coaches	20	17
	30	31

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2022	2021
£60,001 - £70,000	1	1

During the year remuneration of £65,000 (2021: £65,000) was paid to Key Personnel.

During the year remuneration of £Nil (2021: £Nil) was paid to the Trustees.

During the year expenses of £Nil (2021: £Nil) were paid to the Trustees.

Various volunteers helped the Trust during the year, assisting with delivery of projects, administration and general maintenance at the Lions Centre.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

10. TANGIBLE FIXED ASSETS

	Ball Court extension	Leasehold Improvements	CCTV system	Computer equipment	Sports equipment	Fixtures and fittings	Total
	£	£	£	£	£	£	£
Costs							
At 1 April 2021	1,503,771	15,066	4,460	42,792	30,494	21,743	1,618,326
Additions	-	-	-	1,855	-	1,203	3,058
Disposals	-	-	-	-	-	-	-
At 31 March 2022	1,503,771	15,066	4,460	44,647	30,494	22,946	1,621,384
Depreciation							
At 1 April 2021	1,383,372	15,066	4,460	34,387	28,127	20,530	1,485,941
Charge for the year	120,399	-	-	3,035	453	418	124,305
Disposals	-	-	-	-	-	-	-
At 31 March 2022	1,503,771	15,066	4,460	37,422	28,580	20,948	1,610,247
Net Book Value							
At 31 March 2022	-	-	-	7,225	1,914	1,998	11,137
At 31 March 2021	120,399	-	-	8,405	2,367	1,213	132,384

All tangible fixed assets are owned by the charity and are used directly for charitable purposes.

Millwall Community Trust has a 25 year lease with the London Borough of Lewisham to occupy the Lions Centre at a peppercorn rent. The lease expires on 19 November 2029.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

11. DEBTORS

	2022	2021
	£	£
Grants and income receivable	111,541	273,240
Other taxes and social security	20,535	18,103
Prepayments and accrued income	56,137	60,410
	188,212	351,753

12. INVESTMENTS

	2022	2021
	£	£
Investments	229,813	-
	229,813	-

13. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2022	2021
	£	£
Trade creditors	4,837	2,613
Other taxes and social security	12,897	9,316
Other creditors	-	36,000
Accruals and deferred income	91,901	32,579
Deferred Grant (Ball Court Extension)	-	100,332
	109,635	180,840

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

14. CREDITORS (AMOUNTS FALLING DUE AFTER ONE YEAR)

	2022	2021
	£	£
Deferred grants	-	-
	-	-

DEFERRED GRANT

	£
Cost	
At 1 April 2021 and at 31 March 2022	1,482,929
Amortisation	
At 1 April 2021	1,382,597
Amortisation for the year	100,332
As at 31 March 2022	1,482,929
Net Book Value	
At 31 March 2022	-
At 31 March 2021	100,332

	£
Due within one year	-
Due after one year	-
	-

15. OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	2022	2021
	£	£
Not later than one year	-	1,955
Between two and five years	-	-

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

16. MOVEMENT IN FUNDS

	1 April 2021	Incoming	Outgoing	Transfers Between Funds	31 March 2022
Restricted funds	**£**	**£**	**£**	**£**	**£**
Divert Programme (MPS)	4,968	47,529	(42,736)	(7,129)	2,631
Kicks Premier League	24,135	137,000	(147,795)	(20,550)	(7,210)
Kinder Move & Learn	5,428	14,100	(1,352)	(2,115)	16,061
Lewisham main grant	11,073	25,000	(6,215)	(3,750)	26,108
Premier League Stars	22,848	-	-	-	22,848
Riverside	19,850	-	-	-	19,850
Southwark Youth & Play	14,053	21,602	(21,602)	(3,240)	10,813
Southwark Neighbourhood Fund	1,807	5,800	(4,675)	(870)	2,062
Young Londoners Fund	9,010	72,879	(65,398)	(10,932)	5,559
Sub-total	113,170	323,910	(289,773)	(48,586)	98,722
Ball court grant amortisation	-	100,332	(100,332)	-	-
Sub-total Restricted funds	113,170	424,242	(390,105)	(48,586)	98,722
General funds	477,291	942,955	(783,837)	48,586	684,994
Total restricted and unrestricted funds	590,461	1,367,197	(1,173,942)	-	783,716

Regional Talent Club: Provision of high quality football coaching for girls. The Centre runs squads for U10s, 12s, 14s and 16s. The fund is no longer linked to the Football Association national programme and the deficit has been transferred to general funds. **Football Foundation Fans Zone**: To provide matchday activities for Millwall and visiting young supporters. **Premier League Kicks**: A sports activity programme for 12 to 19 year olds in partnership with the Metropolitan Police, The FA, the Premier & Football League.. The basis is intensive provision in a geographical area highlighted as a "hot spot" for youth crime. **Lewisham Youth Service**: Annual funding application for specific youth activities based around inclusion and education. **Premier League Primary Stars:** Primary schools coaching and education programme**. Southwark Council Youth and Play:** A grant from the London Borough of Southwark towards the Millwall Kicks programme on the housing estates in Southwark. **Ball Court Extension**: Extension to original Lions Centre consisting of an indoor Astroturf. Information on grants not listed here can be found in the trustees report on pages 5-10.

The total balance of £98,722 on Restricted Funds is to be carried forward into 2022/23 to be spent on the respective projects. The transfer to unrestricted funds represents the net amounts charged to these projects and activities in respect of management costs and for the use of the Lions Centre facilities, coach education courses and other goods and services provided by the charity.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2022

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total Funds £
Tangible fixed assets	11,137	-	11,137
Net current (liabilities)/assets	772,578	-	772,578
Net assets at 31 March 2022	783,715	-	783,715

18. CONTROLLING PARTY

The charity is controlled by the Trustees and Directors of Millwall Community Trust.

19. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

MILLWALL COMMUNITY TRUST

England & Wales - Charity number 1082274

Accounts

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2021

Company Number: 03920152
Charity Number: 1082274

Millwall Community Trust

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Millwall Community Trust

Company Information

DIRECTORS AND TRUSTEES:	Mark Fairbrother Rt Hon Sir Simon Hughes Steve Kavanagh Peter Garston Lord Kennedy of Southwark Stuart Lock (Appointed 27 April 2020) Carly Simmons Keith Soper Jason Vincent (Appointed 27 April 2020)
COMPANY SECRETARY:	Philip O'Halloran
CHIEF EXECUTIVE OFFICER:	Sean Daly
REGISTERED OFFICE:	The Den Zampa Road London SE16 3LN
REGISTERED CHARITY NUMBER:	1082274
COMPANY NUMBER:	03920152
AUDITORS:	Azets Audit Services Limited Registered Auditors & Chartered Accountants Ashcombe Court Woolsack Way Godalming Surrey GU7 1LQ
BANKERS:	Barclays Bank PLC Leicester LE87 2BB

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

The Directors and Trustees present their annual report for the year ended 31 March 2021 together with the audited accounts for the year and confirm that the latter comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

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. 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 annual general meeting one-third of the trustees (with longest service) are subject to retirement by rotation.

New trustees must be recommended by a trustee and are appointed by an ordinary resolution of the company. During 2020, an external recruitment process was undertaken to appoint additional trustee

Induction and training of new trustees: New trustees are invited to the Trust's offices at the Lions Centre to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust plus minutes of recent meetings. New trustees are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity.

Organisational structure

Millwall Community Trust (MCT) is a company limited by guarantee and is registered with the Charity Commission. Six trustees (directors for company purposes) were appointed on incorporation, all of whom have since resigned. At 31 March 2021, MCT had nine trustees.

A Chief Executive, who is not a trustee, leads the Trust on a day-to-day basis supported by a Leadership team including up to four strand managers, responsible for Schools Coaching & Sports Participation (Football, Sport Development); Education & Employability; NCS (National Citizen service) and Community Development.

The Leadership Team develop core projects and usage of the Lions Centre, related to the Trust's Charitable Aims. The Chief Executive Officer is paid at market rates which have been approved by the board of trustees. The Trust has contracted with Millwall Football Club (MFC) to provide its finance function. An MFC Finance Manager is responsible for processing all financial reporting for the Trust.

Wider network

MCT has a strategy of encouraging sports participation through positive partnerships. It is affiliated to The English Football League Trust, which links all professional Football League Club Community Organisations. It has contracts with Housing Associations across the London Boroughs of Lewisham and Southwark, and KICKS is supported by the Metropolitan Police and the Premier League Charitable Foundation. The Trust has a strong relationship with London Boroughs of Southwark and Lewisham. In addition, the Trust has developed Service Level Agreements with a number of schools across its catchment area for curriculum and extra-curricular physical activity delivery.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

Vision, Objectives and aims

The charity's objects are for the benefit of the public generally with a clear "vision" to use the unique passion of Millwall to connect and inspire the club's communities. The MCT mission is that we will use the power of Millwall to improve the lives of people through engagement in sport. In this way, MCT aims to deliver high quality services that engage, enable and improve the lives of the people in the following key areas:

Schools Coaching & Sports Participation: To provide a high-quality sports service to schools and the community.

Education & Employability: To provide inspiration, encouragement and guidance for young people and adults, leading to improved education and career opportunities.

Community Development & Health Improvement: To act as a true community partner by providing sport and physical activity opportunities in order to improve quality of life and neighbourhoods.

Neighbourhood Cohesion & Celebrating Diversity: To work with Millwall Football Club in promoting neighbourhood cohesion, including disaffected young people and other target groups; and to celebrate the diversity of the local community.

Facility & Business Management: To manage MCT facilities sustainably, providing the community with opportunities to participate in sport, physical activity, health, and education; to ensure the financial and budgetary requirements of the Trust are provided in an appropriate manner.

Strategic Business Development: To work to a Business Plan, taking into consideration the vision, ambitions and future aspirations of Millwall Community Trust.

Lions Centre and St. Paul's Community Sports Ground

The Lions Centre is the Trust's operational HQ. Opened in 2002, the centre offers excellent facilities, including a sports hall, indoor Artificial Grass Pitch, two study centres, a seminar room, refreshment bar, office and changing space. The centre is primarily used to build sports participation amongst the local community, train new coaches and forge links with local schools, community groups and businesses.

In December 2016, MCT took on the management responsibility of St Paul's Community Sports Ground in Rotherhithe, Southwark. The facility offers a full-size, floodlit artificial turf pitch, a club room, changing rooms and spectator facilities enclosed within a secure sports ground fencing. The facility is the home venue for Fisher FC, Millwall Lionesses and Millwall Lionesses Girls Football Academy and the Millwall Romans (LGBTQ+). The venue also hosts a number of local clubs, schools and higher education institutions.

The facilities act as venues for the MCT Academy, an educational programme that provides interactive sports learning programmes for local young people aged 16-19 years. Educational delivery is focused and tailored to meet the needs of young people with a combination of classroom-based lessons, followed by practical sessions in the gymnasium, outdoor or indoor football pitches.

MCT aims to create a sustainable year-round community sport offer for the residents of Southwark and Lewisham and our partners. We have embarked on discussions with parties interested in working with us to decide where additional delivery hubs will be, enhancing the range of opportunities for all.

Related parties

Whilst the Trust is an independent organisation constituted as a company limited by guarantee with charitable status directed by a board of trustees, it has a longstanding working relationship with Millwall Football Club. The Trust evolved from a Football in the Community programme originally established in 1985, which was a partnership between the football club, and Lewisham and Southwark local authorities.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2021**

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.

Significant activities
The Trust provides a broad range of opportunities throughout the year, designed to engage the local community in sports, health and education activities. This ranges from the schools' sports programme that is offered across a range of sports to the comprehensive social inclusion programmes in Lewisham and Southwark. A full description of activities is provided under the details of charitable activities.

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

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

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

STRATEGIC OVERVIEW OF THE YEAR 2020-21

Introduction

It is 36 years since the Millwall Community Scheme was established in 1985 as a result of a Greater London Council (GLC) initiative that offered London football clubs revenue funding for the employment of a single worker, plus a working budget for a five-year project to develop links and programmes within their communities. In the intervening years, MCT has grown to offer a diverse range of sports, health, education and inclusion projects.

2020-21 has proved to be a challenging year due to disruption caused by COVID-19 lockdowns, which resulted in the temporary closure of the Lions Centre and St Paul's Community Sports Ground and the suspension of a number of the Trust's activities. Despite this, the Trust built on its refreshed vision, mission, aims and objectives and continued in its ambition to be more outward facing with an emphasis on partnership working and collaboration. Where permitted under COVID-19 restrictions, MCT worked closely with its partners in the planning and delivery of an inclusive range of sporting and social opportunities for thousands of young people and adults living in disparate communities across Lewisham and Southwark. Specific support provided by the Trust to the local community included:

- wellbeing support to local hospital staff, with volunteers staffing refreshment hubs in hospitals and helping with shopping for NHS staff working on shifts
- online financial seminars were provided for NHS staff
- Trust staff not on furlough linked with other charities operating in Lewisham and Southwark and made over 1,000 befriending calls and delivered 800 food parcels to families whose children were entitled to free school meals.
- Podcasts were prepared and online activities made available to participants who were delayed in joining the Trust's programmes
- The Lions Centre was used as a blood donation centre
- Outdoor football and sports activities were arranged for school-age children during the summer of 2020, which included lunches produced by MFC catering staff, providing over 5,000 free places and free meals.
- Running a food bank at the centre supporting 40 families per week

MCT has re-established itself as a significant provider of sport, health, education and community development opportunities for children, young people and adults across Southwark and Lewisham. MCT has expanded and enhanced sports provision and continues to improve the quality of life for both individuals and neighbourhoods.

The aims and objectives agreed for each strand of activity this year resulted from our regular review of the values, principles and services provided by the Trust. The strategic financial aim is for MCT turnover to be split between funded projects and services and generated income. This is a considered strategy to ensure that our income streams are spread across a range of sources in order to protect against the risk of funding declining or income generation reducing.

Maintaining some projects that deliver social outputs, such as disability programmes, place a strain on Trust finances, which is a continuing yet accepted challenge. Nevertheless, we have continued to "right-size" the organisation to maximise resources available as well as ensuring there remains significant social impact to our work. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult. Partners have been responsive to the challenges that we face and we have had success in developing new themes of work, particularly in health improvement and employability, which now deliver some exciting and innovative projects.

It is through the delivery of our programmes by our dedicated staff that we continue to capture the imagination and commitment of the growing number of local people that use our services. This year on average over six and a half thousand young people weekly and over nine thousand residents annually benefit by engaging with MCT services.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

A detailed analysis of the 'end of year' reports provided by programme managers defines a richness in the quality and diversity of MCT work and pays tribute to the enormous dedication and professional competence of full and part time staff. In this short summary of the outcomes of MCT work, we will draw attention to achievements and will attempt to

summarise the impact the Trust's programme has made to the growth and development of young people, teachers, community entrepreneurs and public and voluntary bodies.

Below is a breakdown of specific projects. The funded projects have a duration of 1-3 years. Each project manager is responsible for their specific cost centre and submits proposals for funding. The CEO also develops large funding proposals and supports management staff with their projects.

Charitable activities – Schools Coaching
MCT delivers school curricular and extra-curricular sports programmes with over 70 sessions per week across our two core boroughs of Lewisham and Southwark. This includes the delivery of targeted girls-only sessions and practical PSHE sessions focusing on nutrition and health.

MCT also organises sports days, summer fetes and fairs at schools in Lewisham and Southwark, including supporting large community events such as Lewisham People's Day and Bermondsey Festival. Also supporting the club's outreach work in the community, via the FANZONE.

Other activities include boys and girls football competitions on behalf of the Premier League & EFL Trust.

Charitable activities - Sports Participation
Holiday Courses
The Trust undertakes a large sports participation programme both in football and multi-sports. MCT coaching staff deliver a range of sports in schools, local grass roots football clubs and sports centres, on behalf of community groups and organisations, and deliver holiday course programmes during the school holidays. School holiday provision (13 weeks per year) for boys and girls is delivered at venues in Lewisham, Southwark and Kent, including the Lions Centre, and St Paul's Sports Ground.

Term-Time Football Club
We continue to deliver Term-Time Football Club (player development centre), the after-school football coaching programme. Sessions are offered two nights per week and at the weekend engaging children aged 3 - 12 years. We are continuing to develop this programme and align it more closely to the schools coaching programme in order to encourage children to continue their participation outside of school and increase attendance levels.

Football Development
The Trust has a strong relationship with the Millwall FC Academy and Millwall Lionesses, with a number of participants from our activities being invited to trial for and then sign for the respective club. Term-time Football Club continues to provide a sustainable foundation for young player development, with currently six first team Lionesses players first starting their football journey with MCT and attending the Millwall Girls Football Academy programme.

Millwall Lionesses and Girls Football Academy
Millwall Lionesses is one of the oldest clubs and most recognisable names in women's football. Founded in 1971, the Lionesses became the first club in the country to be officially affiliated to a professional men's team in the 1980s, as Millwall FC sought to strengthen its ties with the local community. Following the decision in May 2019 to relinquish the FA Women's Championship licence, the Lionesses now field one senior team, competing in the Eastern Region Women's League. As part of the on-going partnership with Millwall FC and the Community Trust, the Lionesses first team train and play their fixtures at St Paul's Sports Ground.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

Millwall Lionesses was the first club in the country to open a Girls' Centre of Excellence (a model that was later adopted by the FA and rolled out across the country), allowing the club to develop players from the age of eight years. In March 2020 Millwall Community Trust decided that it would own the Girls' Football academy in line with the boys' academy, the Lionesses is currently fielding Girls Football academy squads at U14, U16 and U18.

Premier League Girls
Millwall Community Trust successfully applied for funding to run three Premier League Girls' Satellite Clubs. We deliver two centres for female Participants aged 8-16 years.

The Premier League Girls enable talented girls to experience a higher standard of football and coaching, as well as understanding more about the possible pathways they may be able to take, either in elite football with the Girls Football academy or transitioning into local partner football clubs.

NCS – National Citizen Service
MCT first received a contract for an NCS programme for autumn 2019, for 24 young people, to attend an out of bounds venue and complete a social action programme. On the success of this project, a contract for three years from 2020 was obtained looking at 220 young people to attend a similar programme each year, with a growth of 20% each year. Due to COVID-19 restrictions, the Trust was only able to offer a restricted programme and the overall size of the contract has been reduced, to 90 young people, which MCT achieved. 2022 should see the contract be more in line with the original contract.

PE Premium project
MCT has partnerships with four local schools for advice and delivery of their PE premium outcomes around sports participation, teacher CPD, skills within sport, tournaments. This project has given MCT a good foothold within local schools.

Club Partnerships
MCT has formed partnerships with various grass roots local football clubs in Lewisham, Southwark and Kent, working with them to host MCT football holiday camps, player development centre, coaches CPD events, tickets to MFC matches (which promotes new supporter base for the club) - income will be based on 50/50 profit split.

Toddler Soccer
MCT delivered football provision within their own sites for 3-4 years developing core physical skills.

Kinder "Move and Learn"
Delivery of EFL *Healthy Lifestyle* programme within 15 schools over the school year, as a six-week programme consisting of education and physical activity workshops, linking in the *Healthy Schools* accreditation, funding from EFL of £12k.

Charitable activities - Disability Projects
Millwall Community Trust is fully committed to increasing the number of structured and regular sports and physical activities available to residents of all ages with disabilities within the London Boroughs of Lewisham and Southwark. All SEN schools we are currently offering provision include: Drumbeat, Cherry Garden, Brunswick Park and Spa School who have all signed up for the current academic year.

Millwall DS Lions are the official Millwall Downs Syndrome Team, who this year entered the national DS festival. The group come together once a month at the Lions Centre and have a mixture of fun training sessions and matches against other Downs Syndrome teams run by other professional community football clubs.

Millwall Lions are the official Millwall mental health team, which trains weekly at St Paul's Sports Ground and compete in the South London Grassroots Football League. The group is managed by SLAM (South London and Maudsley Mental Health Trust) and MCT supports the programme by providing free facility usage and a coach to support the sessions.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

Inclusive Pride
The Inclusive Pride programme supports young disabled people aged 16-25 with physical disabilities or learning difficulties towards a position where they are empowered and able to take control over their decisions, have autonomy and ultimately act independently to manage their independence.

With supporting young people/ students, the programme will:

- engage with young disabled people aged 16-25 across Lewisham and Southwark.
- provide mentoring and home visits where required.
- work with the Education and Employability Manager to develop opportunities for personal development and advocacy within the sports programme
- work closely with SEN schools and the local authorities to ensure strong links between schools and Inclusive Pride programme and offer open referral routes
- promote the work of MCT and encourage the referral to associated disability sport
- work with Partners to increase participation
- work on the development of annual celebration event

The programme came to an end in January 2021

Charitable Activities – Community Development Programmes
Premier League Kicks
Premier League Kicks is the Premier League's flagship community initiative. It has a long history of using the power of football and the value of sports participation to help hard-to-reach youngsters in some of the most disadvantaged areas of the community, turn their lives around. By engaging young people between the ages of 8-19 in constructive activities, including a wide variety of sports, coaching, music and educational and personal development sessions, local communities have been transformed with impressive sports participation rates and the authorities reporting significant reductions in anti-social behaviour.

Millwall Community Trust has managed to continue to maintain a high percentage of delivery and coverage through securing local match funding. We work closely with Southwark Youth & Play (Southwark) and Youth First (Lewisham) to identify locations in need for constructive youth provision, where we now have a number of successful Premier League Kicks satellite venues throughout both boroughs.

19+ Football
Millwall Community Trust work in partnership with Active Communities Network to provide free weekly football sessions for young people between the ages of 19-24. Although the sessions are open access, they aim to engage with young men and women who are either out of education or employment and the majority who engage are ex-KICKS participants. This session evidences that participants' relationship with MCT is enduring and in some cases continues long into adulthood.

Volunteering & Mentoring
Millwall Community Trust make a commitment to support a number of people between the ages of 16-24 who have demonstrated a commitment to enrol on the active volunteers' programme.

Young volunteers benefit from:-

- Good learning environment by supporting qualified coaches at Millwall Community Trust
- Mentoring 1:1 support with project manager
- Opportunity to enrol on accredited coaching courses to gain an insight in the coaching world of professional development and other educational awareness training
- Certificate of achievement on completion of packages
- Access to a variety of coaching session plans

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2021**

- Variety of volunteering opportunities through the different departments at Millwall Community Trust such as community development, sports development and Lions Centre or St Paul's Community Sports Ground facilities.

DIVERT

DIVERT is a Metropolitan Police service diversion programme where Millwall Community Trust provide a Custody Intervention Coach based in Lewisham Police Station. DIVERT's mission is to speak with 18-25-year-olds while they are still in police custody with the aim of finding them employment, education and training. Using a teachable moment, we speak with individuals who have been arrested and listen to what they want to aspire to. Using sustained and effective support we then refer young adults to respective organizations and employers.

Ultimately DIVERT's goal is to prevent reoffending and reduce crime. The programme runs separately to the criminal justice system, which allows us to deal with young adults on a bespoke, case-by-case basis and tailor our work to ensure that young people receive the most effective support. So far, we have worked with over 280 young adults and helped nearly 120 people into employment. Our overall reoffending rate is just eight per cent.

Millwall Walking Sports Clubs

Millwall Community Trust work in partnership with the Southwark Pensioners Centre and the SE London Alzheimer's Society to deliver weekly Walking Sports Clubs for older people across the London Borough of Southwark. The programme supports older people and those with two or three limiting long-term health conditions, dementia, mental health difficulties, limited mobility or those who are inactive, to stay fit and healthy. The two-hour weekly activities offer older people the opportunity to meet other people have fun, stimulating the mind, and developing balance and hand-eye coordination. It offers an opportunity for a target audience that would not otherwise be active and may feel disengaged with the local community. Before and after each activity, the group have open and individual conversations over refreshments, allowing members to help each other by sharing life experiences and thus reducing stress, isolation and loneliness.

Charitable Activities - Education and Employability Programmes

The aim for the MCT Education and Employability strand is to provide a suitable and robust education and employability programme to target groups within the Boroughs of Lewisham and Southwark. Over the course of the year, these programmes and have developed and changed to meet the needs of those we are working with and to ensure we are compliant and working to meet regulatory requirements.

Alternative Provision

The Trust has adapted its AP offer into an AP Academy, which provides a natural pathway into our post-16 initiatives. This has enabled us to tap into the mainstream market more and approach local schools to offer our services as AP provider which acts as a pre-cursor to post-16 programmes.

Recent developments have seen us implement a bespoke 1:1 offer whereby schools can refer students to us on a short-term basis, full-time. This can be used by schools as sixth-day provision or respite for any students who are in need of re-engagement and re-integration back to mainstream. MCT AP Academy can take up to five students at any period of time throughout the academic year.

All students are on task to achieve BTEC qualifications this year with Year 10 students working towards an award and Year 11 looking to achieve a Diploma. Our education partners, the Mitre Group, and ASDAN have been very supportive with the moderation of work and will continue to externally verify the work we are doing to ensure we maintain the highest standards.

The AP has been quality assured by both LB Lewisham and LB Southwark and our short-term objective is to increase the number of learners referred and the range of schools we work with. This will subsequently increase our current days of delivery and enable us to further invest the development of MCT AP. Our longer-term aim is to register Millwall Community Trust Alternative Provision as a Free School.

MCT Academy
Extensive time and effort have been invested into improving the overall quality of our Academy provision. This has subsequently led to an increase in numbers on the programme, improved reputation in the local area, strong links created with partner schools and the implementation of additional offers such as: NCS, pre-season training programme, Christmas Party and MCT Academy Voluntary Scheme. There are 54 young people on the programme across two academic years, studying two qualifications, NCFE Level 2 and BTEC Level 3 Diploma.

MCT Traineeships
Traineeships has been a project that has been put on the back burner, as it has been important to get the correct work placements before you run a course. This has been very difficult this year, but this will be a focus for 2020-2021.

Equality & Diversity
The year has seen the Trust diverse in provision and delivery of their programmes, i.e. with the development of the Millwall Romans football team (LGBTQ+), and to ensure that programmes are run within costs and impact the community.

In December 2020, MFC and MCT started the first-ever audit of Board members, staff, volunteers and participants as part of an ongoing commitment towards equality, diversity and inclusion in all areas of operations. An internal survey was sent to all appropriate stakeholders and its findings allowed the club to set necessary benchmarks as part of a new widespread and multi-faceted anti-discrimination strategy. Included within that was the formation of an Equality, Diversity and Inclusion Code of Practice to cover departments throughout MFC and MCT's activities and recruitment processes.

In January 2021, MFC and MCT announced the formation of its new 'Equality Steering Committee' - a team of MFC and MCT employees, fans and external advisors brought together to drive all initiatives, projects and strategies relating to all the above. The Committee meets on a monthly basis with all members responsible for actioning differing tasks or objectives in between. The overall aim of the Committee is to ensure that MFC and MCT remain an industry leader when it comes to combatting discrimination within the sport and also to ensure that its environment is diverse and inclusive.

FUTURE DEVELOPMENTS

Following discussions regarding proposals for the development of the site around the Lions Centre, trustees have given their backing to Millwall Football Club to negotiate with LB Lewisham for a new lease for the land around The Den. The Council has agreed in principle that a new long-term lease of all the land occupied by the Club and by the MCT would be granted containing provisions allowing the redevelopment to be carried out. Discussions on the duration of the long-term lease are ongoing.

The architects appointed by the Football Club have created a scheme to redevelop and regenerate the land around The Den which includes expanding the stadium, bringing it and its facilities into line with Premier League requirements, a new centre for the Millwall Community Trust within the stadium, protection of MFC's youth academy's status, and a hotel and conference centre.

This is all very good news for the MCT, Millwall Football Club, its supporters and, above all, for the local community.

MCT will continue to develop core themes of activity, which in turn will create social value outputs. Some new health improvement, alternative education and employability projects have been maintained during 2020-21. MCT is strategically developing a new delivery portfolio, building sustainability into each project. We also continue to increase activity and partnerships at the Lions Centre, creating additional income. As an example, we are widening the scope of holiday course opportunities by developing the multi-sport and activity programme to create a sustainable year-round offer.

MCT is also using its experience to partner other organisations to develop new projects in Southwark and Lewisham including "Walking Sports for Older People" and other health-related projects.

FINANCIAL REVIEW

COVID-19

The financial results for the year ending 31 March 2021 have been partially impacted by the COVID-19 pandemic. With the enforced lockdown of operations along with competitive football being suspended in March 2020, this led to a significant decrease in both business operations, as well as fundraising capability during the last month of the account period. All major fundraising events were postponed, but plans are in place to resume these events before the end of 2021/22.

During the period of suspended operations, the Trust took advantage of the Coronavirus Job Retention Scheme from the UK Government, to protect as many roles as possible whilst there was no income coming in. In addition, the decision was taken by the board of trustees to cover any shortfall in the furlough grant claim during this time. Despite this, since the year end, with continuing restrictions placed on our operations and limiting our ability to operate effectively, further cost-saving measures have been enacted, whilst still utilising help and assistance from the UK Government, and support from the football club.

As a further response to the pandemic, the board of trustees have reviewed business plans together with the Chief Executive, and have been able to adapt some of our operations during this time, including the provision of meals for children and many other initiatives. These not only ensured that the Trust was able to continue to operate, and maintain staffing levels, but at the same time has enabled us to still fulfil some of our charitable aims and objectives.

Looking further forward, and at the time of writing this, we are more confident with the future prospects, given the positive news about the vaccine. Although the results for the year to 31 March 2021 will be significantly impacted, with the cost control measures in place within the Trust, this has partially mitigated the impact, and along with the future business plans, the board are confident of the long-term viability of the Trust. As such the financial information has been prepared on a going concern basis, as the trustees feel this is the most appropriate presentation of information based upon their medium and long terms plans and financial projections.

Further comments on accounts 2020-21

A number of restricted funds held in reserves carried forward into the financial year were spent delivering projects. This shows up as a loss on the profit and loss account and annual results. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult and some of the projects ended the year in deficit.

The balance sheet as at 31 March 2021 shows reserves of £590,641 with good levels of cash at bank. Total reserves increased by £547,510 (2019-20 increased by £130,972 to £42,951) and of this £86,364 was an increase in Restricted Reserves in line with project timings (2019-20 increase by £39,588). There was also an increase in our Unrestricted Reserves by £461,146 (2019-20 increase £91,384 to £17,383 in deficit). Total income increased from £1,257,870 to £1,477,247 (in 2019-20 increased to £1,257,870) and costs of charitable activities decreased to £929,737 (in 2019-20 decreased to £1,126,898).

The Directors continuously review the Trust's income streams and expenditure to identify potential efficiency cost savings to mitigate against projects that produce financial deficits. Much consideration has been given to restructuring the Trust's activities in the light of the current economic climate.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2021**

Core Funding
Significant funding support comes through Premier League Charitable Fund, English Football League Trust, The FA, two local authorities, LB Lewisham and LB Southwark, and the London Mayor's Fund. The Trust is also grateful for the generous in-kind publicity and logistical support it receives from Southwark News.
The majority of expenditure is on staff and volunteers and the other funds are committed to overheads from occupying offices not on club premises.

We are continuously developing creative partnerships to enable projects to evolve. Maintaining projects that deliver social outputs but place a strain on Trust finances is a continuing challenge. For example, despite the superb work of the Education and Employability Team and the Disability Department, which is considered an essential element of the Trust's plans going forward, margins are exceptionally tight. Nevertheless, there is a social output value to this project beyond the profit and loss report.

Core Costs – Full Costs Recovery Model
The Trust aims to employ a full cost recovery model, offsetting costs across projects. In recent years, this has become increasingly difficult due to reduced funding and increased costs. There is a limit to the amount each funder will allow for management and overheads. As a guideline we try to recover 15% for management costs plus a proportion of overheads. We are finding that in the case of some projects they cannot take the full overhead which places pressure on the core.

Investment performance
In recent years, the Trust has kept its reserves as cash at bank. However, interest rates are monitored to enable trustees to take an informed view as to whether the Trust could receive a competitive rate of interest if reserves were kept on deposit. This is unlikely in the current financial climate.

Reserves policy
Trustees aim to keep reserves equal to three months' operating expenses, which is currently estimated to be in the region of £255,000. A full review of the budget for 2021/22 and the Trust's management structure has taken place and this has resulted in cost savings being identified. In addition, new funding achieved in 2019/20 has been maintained in 2021/22, including *Huski Chocolate* and the *National Citizen Service* (through the *EFL Trust*). Despite the disruption caused by COVID-19, at 2021/22 year-end, it is expected that the Trust will be in surplus and the reserves will be in a healthier position.

Funds in deficit
Whilst project margins are tight, some projects have run in past years in deficit. This year we have continued to ensure that all programmes are running in line budgets and are reviewed monthly to make any adjustments that are needed.

Principal funding sources
Funding is achieved for grassroots sports development linked to community cohesion, social inclusion, health improvement, education, engagement, employability and participation in sport. The Trust has a number of funding partners including central and local government as well as sports and local charities, such as the Premier League Charitable Trust, The FA, EFL Trust, housing associations, local authorities and in-kind support from Millwall Football Club. For the financial year ended 31 March 2021, the Trust was delighted to receive a substantial legacy from Millwall Football Club, which is reflected in the income received in the year and provides very welcome stability to the finances of the trust. Some funds are generated through the organisation of in-school and extra-curricular coaching, weekend and holiday sports clubs, Coach education and a football development programme.

Millwall Community Trust

Report of the Directors and Trustees
for the Year Ended 31 March 2021

TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Millwall Community Trust for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

CONCLUSION

The Trust is looking forward to working with Millwall Football Club and LB Lewisham to support the proposals for the redevelopment of the land held by Millwall Football Club and the Trust. A strong relationship with MFC remains and the Trust's commitment to deliver high quality services that engage, enable and improve the lives of the people of Lewisham, Southwark and the wider 'Millwall Community' continues to drive staff, trustees and volunteers in their excellent service to the organisation.

The Trust faces the challenge of taking community engagement to a new level with optimism and positivity in light of Millwall Football Club retaining its place in the English Football League Championship. There is a tangible excitement about the future - both on and off the field.

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Keith Soper
Chair of Trustees

Date: 10/12/21

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion

We have audited the financial statements of Millwall Community Trust (the 'charity') for the year ended 31 March 2021, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 auditor's report 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.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustee's Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the accounts.

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.

Responsibilities of trustees

As explained more fully in the (set out on page 14), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

Irregularities, including fraud, are instances of non- with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

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David Lawrence BSc(Hons) FCA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited
Statutory Auditors & Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey
GU7 1LQ

Date: 16 December 2021

Millwall Community Trust

Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 March 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
INCOMING RESOURCES					
Incoming resources from charitable activities					
Grants, donations and contracts for projects and activities	5	241,865	287,360	529,225	522,355
Grants for the construction of the Ball Court Extension	3	-	145,000	145,000	145,000
Sub-total Grants		241,865	432,360	674,225	667,355
Soccer Schools		-	-	-	1,909
Schools coaching		222,895	-	222,895	157,213
Other fees and income	4	316,517	-	316,517	256,432
Facility hire and other rental income		76,823	-	76,823	174,962
Furlough income		186,787	-	186,787	-
Total Income		1,044,887	432,360	1,477,247	1,257,870
EXPENDITURE ON:					
Charitable activities:					
Sport and education programmes	6	583,741	345,996	929,737	1,126,898
Total Expenditure		583,741	345,996	929,737	1,126,898
NET INCOME/(EXPENDITURE)	2	461,146	86,364	547,510	130,972
Transfers between funds	15	33,528	(33,528)	-	-
NET MOVEMENT IN FUNDS					130,972
TOTAL FUNDS brought forward		(17,383)	60,334	42,951	(88,021)
TOTAL FUNDS carried forward	15	477,291	113,170	590,461	42,951

The Statement of Financial Activities includes all gains and losses in the year. All income/ (expenditure) derives from continuing activities.

The notes on pages 20 to 30 form part of these accounts

Millwall Community Trust

Balance Sheet
as at 31 March 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	10	132,384	278,005
CURRENT ASSETS			
Debtors	11	351,753	1,950
Cash at bank and in hand		287,164	131,807
		638,917	133,757
CREDITORS			
Amounts falling due within one year	12	(180,840)	(268,479)
NET CURRENT (LIABILITIES)/ASSETS		458,077	(134,722)
TOTAL ASSETS LESS CURRENT LIABILITIES		590,461	143,283
CREDITORS			
Amounts falling due after one year	13	-	(100,332)
NET ASSETS	16	**590,461**	**42,951**
FUNDS			
Unrestricted funds			
General funds	15	477,291	(87,894)
Total unrestricted funds		477,291	(87,894)
Restricted funds	15	113,170	130,845
Total Funds		**590,461**	42,951

These Financial Statements from pages 17 to 30 have been approved by the Board of Directors on 10/12/21 and signed on its behalf by

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Keith Soper
Trustee

The notes on pages 20 to 30 form part of these accounts

Millwall Community Trust

Statement of Cash Flows
For the year ended 31 March 2021

	Notes	2021 £	2020 £
Net movement in funds for the reporting period		**547,510**	**130,972**
Adjustments for:			
Depreciation charges		148,359	149,276
Decrease/(Increase) in stocks		-	-
Decrease/(Increase) in debtors		(349,802)	169,339
(Decrease)/Increase in creditors		(187,972)	(361,589)
Net cash provided by (used in) operating activities		158,095	87,998
Cash flows from investing activities:			
Purchase of plant and equipment		(2,738)	(8,392)
Net cash provided by (used in) investing activities		(2,738)	(8,392)
Change in cash and cash equivalents in the reporting period		155,357	79,606
Cash at the beginning of the reporting period		131,807	52,201
Cash at the end of the reporting period		287,164	131,807

The notes on pages 22 to 32 form part of these accounts

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

1. ACCOUNTING POLICIES

1.1 Statement of compliance

Millwall Community Trust is a private company limited by guarantee, incorporated in England. The registered office is The Den, Zampa Road, London. The nature of the charity's operations is set out in the Report to the Trustees.

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Basis of preparation

Millwall Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.3 Going concern

Following the deficits incurred in the past two financial years, a full review has took place of the Trust's annual budget and its management structure, including financial management. This has resulted in cost savings being implemented, reflected in the results for 2020/21. The Trustees have paid particular attention to the impact of COVID-19 on the operations of the Trust and are confident that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

1.4 Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	25% straight line basis
CCTV system	20% straight line basis
Leasehold improvements	20% straight line basis
Fixtures and fittings	15% straight line basis
Sports Equipment	10% straight line basis

The Ball Court Extension was completed in November 2005. The extension is considered to have three separately identifiable components each of which have different estimated useful lives, as detailed below. All of the parts are depreciated on the straight-line basis.

Astroturf	10 years
Roof	17 years
Building	17 years

1.5 Voluntary Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of certain services and facilities provided by Millwall Football Club and Footballers' Further Education and Vocational Training Society Limited has not been included.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

1.6 Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The grants are split between different types of incoming resources as deemed appropriate.

The grant for the Ball Court Extension has been treated as deferred income and will be matched to the capital expenditure it relates to. It will be released in line with the estimated useful life of the building. This policy is considered to be appropriate as it reflects a fairer position of the charity in relation to the income and expenditure of the Ball Court.

1.7 Other income receivable

Fee income from soccer schools and schools coaching, facility and other equipment hire is recognised when the service is performed.

1.8 Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure is reported as part of the expenditure to which it relates:

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

Support costs include other professional fees and charges or credits relating to the Company's Value Added Tax partial exemption registration. These costs and credits have been allocated directly to such activities, where possible and otherwise with reference to the proportion of total restricted income to total unrestricted income.

Governance costs include those associated with meeting the constitutional and statutory requirements of the Charity which include the audit fees and costs linked to the strategic management of the Charity.

1.9 Restricted Funds

Restricted funds are to be spent on specific cost items and monitored by the donor throughout the life of the grant. Expenditure which meets these criteria is charged to the fund together with a fair allocation of premises and administration overhead. Staff costs and overhead expenses are allocated to projects and activities on a fair and reasonable basis within the terms and conditions of the funding provided. In the event that funding is not used by the Trust for specified purposes, there is a contractual obligation to repay donors.

1.10 Unrestricted Funds

Unrestricted funds are grants, donations and other income received or generated for the objects of the charity. Any surplus from grants received are reinvested towards the charitable aims of the Trust.

1.11 VAT

Income and expenditure have been included inclusive of VAT where VAT is considered to be irrecoverable.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

1.12 Debtors

Short term debtors are measured at transaction value less any impairment. At each balance sheet date, debtors are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is measured as the difference between the carrying amount and the amount expected to be received.

1.13 Creditors

Short term trade creditors are measured at transaction value. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

1.14 Key Judgement and Estimates

The only key judgement and estimate is considered to be the Ball Court depreciation which is detailed in note 1.4

2. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR

	2021	2020
	£	£
This is stated after charging or (crediting):		
Depreciation of tangible fixed assets owned by the Charity	3,359	4,156
Amortisation of ball court grant	(145,000)	(145,000)
Auditors' remuneration		
Audit services	11,000	10,800

3. GRANTS FOR THE CONSTRUCTION OF THE BALL COURT EXTENSION

	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Amortisation of Ball Court grant	-	145,000	145,000	145,000

4. OTHER INCOME

	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Legacy donation	215,557	-	215,557	-
Sponsorship income	50,000	-	50,000	50,368
Other academy income	-	-	-	185,192
Other income	50,960	-	50,960	20,872
	316,517	-	316,517	256,432

The income received in the year ended 31 March 2020 all related to unrestricted funds.

The legacy donation was pledged in the year through Millwall Football club, and was received in 2021/22 in the form of a share portfolio. The amount pledged is shown within Grants and income receivable within current assets, see note 11.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

5. GRANTS, DONATIONS AND CONTRACTS FOR PROJECTS AND ACTIVITIES

	Unrestricted	Restricted	Total 2021	Totals 2020
	£	£	£	£
Active Communities	-	-	-	5,000
Breaking Barriers - Southwark	-	8,722	8,722	64,370
Bromley and Lewisham BLG	1,725	-	1,725	-
Central grants	9,715	-	9,715	-
City Bridge Trust	36,500	-	36,500	36,300
Divert Programme (MPS)	-	33,000	33,000	30,000
Football League Trust – Core Funding	42,000	-	42,000	35,150
Football League Trust – Infrastructure	-	-		8,000
Premier League Kicks	-	133,437	133,437	99,412
Kinder Move & Learn	10,400	-	10,400	18,928
Lewisham Management	-	-	-	31,998
London Borough of Lewisham – PL Kicks	-	18,750	18,750	-
London Borough of Lewisham – Lockdown Support Grant	21,118	-	21,118	-
National Citizenship Service	28,144	-	28,144	-
Player Development Centre	-	-	-	1,004
Premier League Trust – Primary Stars	-	-	-	20,000
Regional Talent Club - Girls	-	-	-	52,100
Restart Football Grant	3,000	-	3,000	-
Riverside Project	-	-	-	19,850
Social Mixing Project	-	-	-	3,325
Southwark Council Lockdown Grant	14,859	-	14,859	-
Southwark Walking Sports	-	-	-	938
Southwark Youth & Play	-	21,602	21,602	32,403
Southwark Neighbourhood Fund	5,010	12,000	17,010	4,560
Sundry Donations and associated gift aid	11,851	-	11,851	13,263
The Mayors Fund for London	49,042	-	49,042	-
Traineeship Programme	-	-	-	14,845
We Do Care Grant	3,500	-	3,500	-
Wembley Trust Funding	5,000	-	5,000	-
Young Londoners Fund	-	59,849	59,849	-
Youth First	-	-	-	30,908
	241,864	287,360	529,224	522,355

Projects and Activities
Of the income from projects and activities received in the year ended 31 March 2020, £448,480 was restricted and £73,875 was unrestricted.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

6. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SPORT AND EDUCATION PROGRAMMES

	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Salaries	413,853	141,938	555,791	650,763
Sports equipment and kit	2,022	-	2,022	1,411
Hire of facilities	1,737	50,000	51,737	17,425
Other project and activity costs	21,837	-	21,837	44,699
Staff training	1,528	91	1,619	3,643
Transport, travel and motor expenses	9,980	37	10,017	14,307
Premises costs	52,867	-	52,867	145,314
Printing, post, stationery and telephones	5,820	1,905	7,725	14,696
Computer equipment and software	14,366	-	14,366	18,246
Depreciation	3,359	145,000	148,359	149,156
Other expenses	862	-	862	25,928
Governance Costs (Note 8)	21,350	-	21,350	10,800
Support Costs (Note 7)	34,159	7,025	41,184	30,510
	583,741	345,996	929,737	1,126,898

Of the costs incurred in the year ended 31 March 2020, £492,192 was restricted and £634,706 was unrestricted.

7. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SUPPORT COSTS

	Unrestricted	Restricted	Total 2021	Total 2021
	£	£	£	£
Professional fees	28,342	7,025	35,367	25,173
Company Secretary fees and expenses	5,652	-	5,652	5,537
Other expenses	165	-	165	-
	34,159	7,025	41,184	30,510

The costs incurred in the year ended 31 March 2020 all related to unrestricted funds.

8. RESOURCES EXPENDED
GOVERNANCE COSTS

	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Audit	21,350	-	21,350	10,800

The costs incurred in the year ended 31 March 2020 all related to unrestricted funds.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

9. STAFF COSTS AND NUMBERS

	2021	2020
	£	£
Staff costs were:		
Salaries and wages (including coaching staff)	520,331	536,096
Social security costs	35,460	36,823
	555,791	572,919

The average weekly number of employees during the year, calculated on the basis of full-time equivalent was as follows:

	2021	2020
Core Staff	14	13
Casual coaches	3	11
	17	23

The average number of staff employed during the year was as follows:

	2021	2020
Core Staff	14	13
Casual coaches	17	27
	31	40

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2021	2020
£60,001 - £70,000	1	1

During the year remuneration of £65,000 (2020: £65,000) was paid to Key Personnel.

During the year remuneration of £Nil (2020: £Nil) was paid to the Trustees.

During the year expenses of £Nil (2020: £Nil) were paid to the Trustees.

Various volunteers helped the trust during the year, assisting with delivery of projects, administration and general maintenance at the Lions Centre.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

10. TANGIBLE FIXED ASSETS

	Ball Court extension	Leasehold Improvements	CCTV system	Computer equipment	Sports equipment	Fixtures and fittings	Total
	£	£	£	£	£	£	£
Costs							
At 1 April 2020	1,503,771	15,066	4,460	40,054	30,494	21,743	1,615,588
Additions	-	-	-	2,738	-	-	2,738
Disposals	-	-	-	-	-	-	-
At 31 March 2021	1,503,771	15,066	4,460	42,792	30,494	21,743	1,618,326
Depreciation							
At 1 April 2020	1,238,314	15,066	4,460	32,082	27,535	20,126	1,337,583
Charge for the year	145,000	-	-	2,305	592	404	148,359
Disposals	-	-	-	-	-	-	-
At 31 March 2021	1,383,314	15,066	4,460	34,387	28,127	20,530	1,485,941
Net Book Value							
At 31 March 2021	100,332	-	-	8,405	2,367	1,213	132,384
At 31 March 2020	265,457	-	-	7,972	2,959	1,617	278,005

All tangible fixed assets are owned by the charity and are used directly for charitable purposes.

Millwall Community Trust has a 25 year lease with the London Borough of Lewisham to occupy the Lions Centre at a peppercorn rent. The lease expires on 19 November 2029.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

11. DEBTORS

	2021	2020
	£	£
Grants and income receivable	273,240	-
Other taxes and social security	18,103	-
Prepayments and accrued income	60,410	1,950
	351,753	1,950

12. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2021	2020
	£	£
Trade creditors	2,613	57,655
Other taxes and social security	9,316	19,093
Other creditors	36,000	28,099
Accruals and deferred income	32,579	18,632
Deferred Grant (Ball Court Extension)	100,332	145,000
	180,840	268,479

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

13. CREDITORS (AMOUNTS FALLING DUE AFTER ONE YEAR)

	2021 £	2021 £
Deferred grants	-	100,332
	-	100,332

The amortised grants provided in relation to the ball court extension which totalled £100,332 at 31 March 2021 have been deferred for release against the original cost of the extension which totalled £1,503,771 and are included within fixed assets at the year end. The ball court grant income will be released in line with the estimated useful life of the ball court (note 1).

DEFERRED GRANT

	£
Cost	
At 1 April 2020 and at 31 March 2021	1,482,929
Amortisation	
At 1 April 2020	1,237,597
Amortisation for the year	145,000
As at 31 March 2021	1,382,597
Net Book Value	
At 31 March 2021	100,332
At 31 March 2020	245,332

	£
Due within one year	100,332
Due after one year	-
	100,332

14. OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	2021 £	2020 £
Not later than one year	1,955	4,691
Between two and five years	-	1,955

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

15. MOVEMENT IN FUNDS

	1 April 2020	Incoming	Outgoing	Transfers Between Funds	31 March 2021
Restricted funds	£	£	£	£	£
Breaking Barriers	2,734	8,722	(6,101)	(1,308)	4,047
Divert Programme (MPS)	-	33,000	(23,082)	(4,950)	4,968
Kicks Premier League	-	133,437	(93,333)	(20,016)	20,088
Kinder Move & Learn	5,428	-	-	-	5,428
Lewisham main grant	8,250	18,750	(13,115)	(2,813)	11,073
Premier League Stars	22,848	-	-	-	22,848
Regional Talent Club	(9,576)	-	-	9,576	-
Riverside	19,850	-	-	-	19,850
Southwark Youth & Play	10,801	21,602	(15,110)	(3,240)	14,053
Southwark Neighbourhood Fund	-	12,000	(8,393)	(1,800)	1,807
Young Londoners Fund	-	59,849	(41,862)	(8,977)	9,010
Sub-total	60,334	287,360	(200,996)	(33,528)	113,170
Ball court grant amortisation	-	145,000	(145,000)	-	-
Sub-total Restricted funds	60,334	432,360	(345,996)	(33,528)	113,170
General funds	(17,383)	1,044,887	(583,741)	33,528	477,291
Total restricted and unrestricted funds	42,951	1,477,247	(929,737)	-	590,461

Regional Talent Club: Provision of high quality football coaching for girls. The Centre runs squads for U10s, 12s, 14s and 16s. The fund is no longer linked to the Football Association national programme and the deficit has been transferred to general funds. **Football Foundation Fans Zone**: To provide matchday activities for Millwall and visiting young supporters. **Premier League Kicks**: A sports activity programme for 12 to 19 year olds in partnership with the Metropolitan Police, The FA, the Premier & Football League.. The basis is intensive provision in a geographical area highlighted as a "hot spot" for youth crime. **Lewisham Youth Service**: Annual funding application for specific youth activities based around inclusion and education. **Premier League Primary Stars:** Primary schools coaching and education programme. **Southwark Council Youth and Play:** A grant from the London Borough of Southwark towards the Millwall Kicks programme on the housing estates in Southwark. **Ball Court Extension**: Extension to original Lions Centre consisting of an indoor Astroturf. Information on grants not listed here can be found in the trustees report on pages 5-10.

The total balance of £113,170 on Restricted Funds is to be carried forward into 2021/22 to be spent on the respective projects. The transfer to unrestricted funds represents the net amounts charged to these projects and activities in respect of management costs and for the use of the Lions Centre facilities, coach education courses and other goods and services provided by the charity.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2021

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total Funds £
Tangible fixed assets	32,052	100,332	132,384
Net current (liabilities)/assets	558,409	(100,332)	458,077
Net assets at 31 March 2021	590,461	-	590,461

17. CONTROLLING PARTY

The charity is controlled by the Trustees and Directors of Millwall Community Trust.

18. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.