

**Millwall Community Trust**  
**(A company limited by guarantee)**

**Report and Financial Statements**  
**For the year ended 31 March 2021**

**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  
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**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 have been 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.

## **Millwall Community Trust**

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

#### **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.

**Millwall Community Trust**

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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.



.....  
Keith Soper  
Chair of Trustees

10/12/21  
Date: .....

## 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](http://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*

.....  
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 £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from charitable activities</b>					
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	-
<b>Total Income</b>		<b>1,044,887</b>	<b>432,360</b>	<b>1,477,247</b>	<b>1,257,870</b>
<b>EXPENDITURE ON:</b>					
<b>Charitable activities:</b>					
Sport and education programmes	6	583,741	345,996	929,737	1,126,898
<b>Total Expenditure</b>		<b>583,741</b>	<b>345,996</b>	<b>929,737</b>	<b>1,126,898</b>
<b>NET INCOME/(EXPENDITURE)</b>	2	<b>461,146</b>	<b>86,364</b>	<b>547,510</b>	<b>130,972</b>
Transfers between funds	15	33,528	(33,528)	-	-
<b>NET MOVEMENT IN FUNDS</b>					<b>130,972</b>
TOTAL FUNDS brought forward		(17,383)	60,334	42,951	(88,021)
<b>TOTAL FUNDS carried forward</b>	15	<b>477,291</b>	<b>113,170</b>	<b>590,461</b>	<b>42,951</b>

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 £
<b>FIXED ASSETS</b>			
Tangible assets	10	132,384	278,005
<b>CURRENT ASSETS</b>			
Debtors	11	351,753	1,950
Cash at bank and in hand		287,164	131,807
		<u>638,917</u>	<u>133,757</u>
<b>CREDITORS</b>			
Amounts falling due within one year	12	(180,840)	(268,479)
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		<u>458,077</u>	<u>(134,722)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		590,461	143,283
<b>CREDITORS</b>			
Amounts falling due after one year	13	-	(100,332)
<b>NET ASSETS</b>	16	<u>590,461</u>	<u>42,951</u>
<b>FUNDS</b>			
Unrestricted funds			
General funds	15	477,291	(87,894)
Total unrestricted funds		477,291	(87,894)
Restricted funds	15	113,170	130,845
<b>Total Funds</b>		<u>590,461</u>	<u>42,951</u>

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



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 £
<b>Net movement in funds for the reporting period</b>		<b>547,510</b>	<b>130,972</b>
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)
		<hr/>	<hr/>
<b>Net cash provided by (used in) operating activities</b>		<b>158,095</b>	<b>87,998</b>
		<hr/>	<hr/>
<b>Cash flows from investing activities:</b>			
Purchase of plant and equipment		(2,738)	(8,392)
		<hr/>	<hr/>
<b>Net cash provided by (used in) investing activities</b>		<b>(2,738)</b>	<b>(8,392)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>155,357</b>	<b>79,606</b>
<b>Cash at the beginning of the reporting period</b>		<b>131,807</b>	<b>52,201</b>
		<hr/>	<hr/>
<b>Cash at the end of the reporting period</b>		<b>287,164</b>	<b>131,807</b>
		<hr/>	<hr/>

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 taken 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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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
	<hr/>	<hr/>

**3. GRANTS FOR THE CONSTRUCTION OF THE BALL COURT EXTENSION**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>2021</b>	<b>2020</b>
			<b>£</b>	<b>£</b>
Amortisation of Ball Court grant	-	145,000	145,000	145,000
	<hr/>	<hr/>	<hr/>	<hr/>

**4. OTHER INCOME**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>2021</b>	<b>2020</b>
			<b>£</b>	<b>£</b>
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
	<hr/>	<hr/>	<hr/>	<hr/>
	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
	<u>241,864</u>	<u>287,360</u>	<u>529,224</u>	<u>522,355</u>

**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
	<u>583,741</u>	<u>345,996</u>	<u>929,737</u>	<u>1,126,898</u>

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	-
	<u>34,159</u>	<u>7,025</u>	<u>41,184</u>	<u>30,510</u>

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	<u>21,350</u>	<u>-</u>	<u>21,350</u>	<u>10,800</u>

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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Staff costs were:		
Salaries and wages (including coaching staff)	520,331	536,096
Social security costs	35,460	36,823
	<hr/>	<hr/>
	555,791	572,919
	<hr/>	<hr/>

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

	<b>2021</b>	<b>2020</b>
Core Staff	14	13
Casual coaches	3	11
	<hr/>	<hr/>
	17	23
	<hr/>	<hr/>

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

	<b>2021</b>	<b>2020</b>
Core Staff	14	13
Casual coaches	17	27
	<hr/>	<hr/>
	31	40
	<hr/>	<hr/>

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:

	<b>2021</b>	<b>2020</b>
£60,001 - £70,000	1	1
	<hr/>	<hr/>

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
	£	£	£	£	£	£	£
<b>Costs</b>							
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
<b>Depreciation</b>							
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
<b>Net Book Value</b>							
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Grants and income receivable	273,240	-
Other taxes and social security	18,103	-
Prepayments and accrued income	60,410	1,950
	<hr/>	<hr/>
	351,753	1,950
	<hr/>	<hr/>

**12. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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
	<hr/>	<hr/>
	180,840	268,479
	<hr/>	<hr/>

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
	<hr/>	<hr/>
	-	100,332
	<hr/>	<hr/>

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

	£
<b>Cost</b>	
At 1 April 2020 and at 31 March 2021	<u>1,482,929</u>
<b>Amortisation</b>	
At 1 April 2020	1,237,597
Amortisation for the year	<u>145,000</u>
As at 31 March 2021	<u>1,382,597</u>
<b>Net Book Value</b>	
At 31 March 2021	<u>100,332</u>
At 31 March 2020	<u>245,332</u>
	£
Due within one year	100,332
Due after one year	-
	<u>100,332</u>

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
	<hr/>	<hr/>

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
	£	£	£	£	£
<b>Restricted funds</b>					
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)	-	-
<b>Sub-total Restricted funds</b>	60,334	432,360	(345,996)	(33,528)	113,170
General funds	(17,383)	1,044,887	(583,741)	33,528	477,291
<b>Total restricted and unrestricted funds</b>	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
	<hr/>	<hr/>	<hr/>
<b>Net assets at 31 March 2021</b>	590,461	-	590,461
	<hr/>	<hr/>	<hr/>

**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.