

REGISTERED COMPANY NUMBER: 04100611

REGISTERED CHARITY NUMBER: 1088239

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 DECEMBER 2020**

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

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for the year ended 31 December 2020**

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# **NORWICH CITY COMMUNITY SPORTS FOUNDATION**

## **CHAIRMAN'S REPORT 2020**

2020 brought about unprecedented challenges for charities everywhere and the Norwich City Community Sports Foundation was no exception.

As the pandemic took hold and restrictions were imposed, the Foundation moved quickly to find ways to engage remotely with those who depend on our services. This included online live sessions and the development of an app with resources for exercise, nutrition, and education.

Use of the government furlough scheme, reductions in spending, and fundraising initiatives such as the virtual Run Norwich and the 2.6 challenge, allowed the Foundation to navigate the financial challenges that arose with the loss of in-person delivery and annual fundraising events.

Vital support came from the generosity of Norwich City Football Club season ticket holders and members, many of whom donated their rebates to the Foundation, raising an impressive £175,000 including gift aid. Many of those who had entered our mass participation running event Run Norwich did not claim their refund when the event was cancelled, allowing us to meet the costs already incurred by the Foundation.

Norwich City's players, coaching team, senior staff, and directors donated over £188,000 plus gift aid to create the Canaries Covid-19 community support project, which was designed to help the community respond to the pandemic. It focused on supporting vulnerable members of the community, supporting the NHS, and supporting local charities and causes.

Despite the pandemic, construction of the Foundation's community hub 'The Nest' was progressed ready to be opened to the public in early 2021. This was thanks to the successful #BuildTheNest fundraising campaign, which raised £4.6 million to add a 3G pitch and a hub building with facilities that include an IT suite, multi-use spaces with audio visual equipment, a disability accessible changing room, and physio space.

During 2020:

- 300 attendances at online sessions for people with disabilities
- 5,918 pupils took part in our School Sports Programme
- 651 young people took part in our National Citizen Service programmes
- 960 packed lunches were provided to young people thanks to the Canaries Covid-19 Community Programme
- Over 100,000 items were delivered in care packages to the local community
- 7,000 phone calls were made to elderly or vulnerable people

The Board of Trustees would like to acknowledge the incredible effort made by the Foundation's team during 2020 to sustain our work in the most challenging situation. The flexibility and determination shown meant that our participants and community have been supported throughout and for this we are extremely proud and grateful.

**Paul Knowles**  
**Chairman CSF**

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**REPORT OF THE TRUSTEES  
for the year ended 31 December 2020**

The trustees present their report and the audited consolidated financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and 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 published on 16 July 2014.

**1. REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

04100611 (England and Wales)

**Registered Charity number**

1088239

**Registered office**

Norwich City Football Club  
Carrow Road  
Norwich  
Norfolk  
NR1 1JE

**Trustees**

M R Dennis  
G L Drake  
J Humphrey  
P J Knowles  
T Smith  
EM Barham  
M R Kerr  
Z Ward  
S George (appointed 14/05/2020)

**Auditors**

Sexty & Co  
Chartered Certified Accountants  
& Statutory Auditors  
124 Thorpe Road  
Norwich  
NR1 1RS

**Bankers**

Barclays Bank PLC  
1 Churchill Place  
London  
E14 5HP

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**REPORT OF THE TRUSTEES - CONTINUED  
for the year ended 31 December 2020**

**2. STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 1 November 2000 and registered as a charity on 28 August 2001. The charitable company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and it is governed by its Articles of Association. In the event of the charitable company being wound up, members are required to contribute an amount not exceeding £1, during the period of their appointment as a member and for a period of 12 months after resignation.

**Appointment and training of new trustees**

The directors of the charitable company are also trustees for the purposes of charity law. New trustees are elected by the members at a general meeting. Additionally, the trustees may appoint a further trustee or trustees. Under the Articles of Association one third of the trustees are required to retire annually and offer themselves for re-election.

Due to the nature of the charity, the Board of Trustees is selected based on their expertise and their ability to contribute to the future wellbeing of the charity.

New trustees are briefed on their legal obligations as a trustee/director under charity and company law, the content of the charity's Memorandum and Articles of Association, the decision-making process, the business plan and supporting financial plans.

**Risk management**

The key business risks affecting the charity relate to its funding sources, operational financial risks and project risks. The Board of Trustees and senior executives review the risks of the charitable company on a regular basis and have implemented policies and procedures to mitigate exposure to these risks, to ensure compliance with health and safety standards for staff and scheme participants and to ensure that all regulations regarding the management and contact with children are adhered to. In addition, a review of all financial risks is undertaken on a regular basis.

**Organisational structure**

The Board of Trustees, which has an independent Chairman, meets regularly for formal board meetings at which they receive detailed activity and financial reports. They also discuss key projects and ideas with the charity's leadership team, agree and review policies, review progress and monitor performance. The board includes directors and senior management of Norwich City Football Club Plc and trustees with specific expertise from both private and public sector organisations.

The Chief Executive, Ian Thornton, oversees the day to day running of the organisation.

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**REPORT OF THE TRUSTEES - CONTINUED  
for the year ended 31 December 2020**

### **3. OBJECTIVES AND ACTIVITIES**

The charitable company's objectives and principal activities are delivered for the benefit of children, young people and adults in Norfolk and other counties in East Anglia, regardless of race, sex, creed, or social background.

The charitable company's objectives are:

- to provide inclusive environments for all to enjoy the physical, mental, and social benefits of sport.
- to use the power of sport and Norwich City Football Club to engage with hard-to-reach groups and inspire them to raise their aspirations, reach their potential, and to achieve more.
- to provide affordable services that achieve widespread community impact while supporting the charitable company's sustainability
- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, financial hardship, poverty or social and economic circumstances or for the public at large in the interest of social welfare and with the object of improving life conditions.
- for the general purposes of such charitable bodies or for such other exclusively charitable purposes in each case as the trustees may from time to time decide.

The trustees have referred to the Charity Commission's guidance on reporting on public benefit (section 17 of Charities Act 2011) when reviewing the charity's aims and objectives, and when planning the charity's activities. The trustees are therefore confident that the charity meets the public benefit requirements.

### **4. ACHIEVEMENT AND PERFORMANCE**

The chairman has set out in his report the achievements and performance of the charitable company.

The charity's work is focused around delivering quality projects that promote sport, leisure and education opportunities based on the community's needs. These activities form part of a plan moving forward that is built around the foundations of strong and meaningful partnerships.

### **5. FINANCIAL REVIEW**

The results for the year are set out on page 9 of the financial statements. The net outgoing resources for the year amounted to £212,713, all of which related to unrestricted operations, leading to a reduction in reserves of the same amount.

The charity operates in an environment that is challenging where grant funding remains difficult as competition now exists from other non-profit making organisations.

#### **Reserves Policy**

##### Unrestricted

The charitable company's unrestricted reserves are represented, in the majority, by cash at bank and in hand. Due to fluctuations in income, the trustees consider that unrestricted reserves should be enough to cover the charitable company's planned expenditure for a period of a minimum of three months where possible. Unrestricted reserves at the year-end were £1,605,328, a value that is more than the minimum level prescribed by the trustees.

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**REPORT OF THE TRUSTEES - CONTINUED  
for the year ended 31 December 2020**

**5. FINANCIAL REVIEW (continued)**

Designated

The charitable company has established a designated fund reserve to set aside amounts for the future maintenance and replacement of pitches at Carrow Park.

The charity has established a designated staff fund reserve to provide for the possibility where, if a restricted programme funding falls off and is not replaced in the short term, before securing further funding for this programme, we are able to continue the effect of delivering the programme and sustaining the projects that it is involved in.

The charity has established a designated facility fund to set aside amounts to allow for the continued development of the community hub facility, of which phase 1 opened during 2018. The Nest is operated by the Foundation's subsidiary company and phase 2 was opened in early 2021.

The charity has established a designated fund to set aside the surpluses produced from the Run Norwich event to enable investment in future legacy events.

Restricted

Restricted reserves represent monies received by the charitable company for various projects (as detailed later in the financial statements). These funds are potentially refundable to the providers as they are conditional upon the income being used for specified purposes.

**Sources of Funding**

The charity receives funding from four main sources: participant contribution on activity programmes; commercial sponsorship; grants from charitable trusts/foundations; and donations.

The charitable company's primary sources of funding are:

- i. The grants received from local and national organisations who have contributed funding and support towards the many and varied projects undertaken. During the year the charity received £2,077,907 (2019: £2,019,010) through grant and contract funding.
- ii. The charity holds soccer and school activities, which include soccer schools, after school clubs and development centres. During the year the charity generated £1,527,749 (2019: £1,858,851) from these activities.

**Investment Policy**

The trustees are empowered to invest funds in a manner appropriate, having regard to the security of any investments made and the requirements of the Charity Commissioner's order.

**6. PLANS FOR FUTURE PERIODS**

The charity has completed construction of its community hub The Nest, following a successful fundraising campaign. It will aim to make The Nest a sustainable facility by using it to deliver its own activities as much as possible and by attracting external bookings and visitors.

The primary objective of the charity's fundraising activity will once again become to support and sustain its community delivery. The charity will continue to identify and develop programmes to tackle social issues in Norfolk, working in partnership with many key organisations.

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**REPORT OF THE TRUSTEES - CONTINUED  
for the year ended 31 December 2020**

**6. PLANS FOR FUTURE PERIODS (continued)**

The ongoing effects of the Covid-19 pandemic have affected the operation of the Foundation and the delivery of its programmes. Plans are reviewed and adapted accordingly to ensure that the charity can continue to be effective in its current areas of activity and take the opportunity to help and assist in other areas that have become evident during this time. The budget is flexed as regulations become clear and opportunities arise allowing a flexible approach aiding the charity to mitigate the adverse financial impact of the pandemic.

**7. RESPONSIBILITIES OF THE TRUSTEES**

The trustees (who are also directors of Norwich City Community Sports Foundation for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

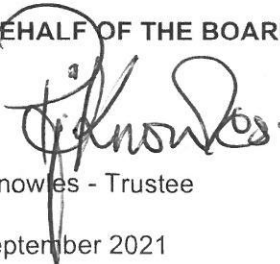
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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 auditor is 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 auditor is aware of the information

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

**ON BEHALF OF THE BOARD:**



P J Knowles - Trustee

23 September 2021



## **Independent Auditor's Report to the Trustees of Norwich City Community Sports Foundation**

### **Opinion**

We have audited the financial statements of Norwich City Community Sports Foundation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Income Statement, Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### **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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6, the trustees who are also the directors of the parent charitable company for the purposes of company law are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We have made enquiries with management regarding their procedures for complying with laws and regulations along with detecting and prevent fraud. We also review minutes of meetings and any published news articles to identify any instances of non-compliance with and regulations.

## Independent Auditor's Report to the Trustees of Norwich City Community Sports Foundation - Continued

Evidence has been obtained where applicable. Written representation has been obtained to confirm there have been no breaches of laws and regulations.

The audit procedures are designed so that with reasonable assurance, material misstatements can be detected, including those relating to fraud. Specifically, areas which involve provisions or estimations have been tested where material.

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 is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 the charitable company's members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.



I A Barlow (Senior Statutory Auditor)  
for and on behalf of Sexty & Co  
Chartered Certified Accountants & Statutory Auditor  
124 Thorpe Road  
Norwich, Norfolk  
NR1 1RS  
Date....23/9/21

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
(including income and expenditure account)  
for the year ended 31 December 2020

|   | Notes | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2020<br>Total<br>funds<br>£ | 2019<br>Total<br>Funds<br>£ |
|---|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| <b>INCOME</b>                                   |       |                            |                          |                             |                             |
| Donations and Legacies                          | 2     | 204,042                    | 231,946                  | 435,988                     | 521,745                     |
| Charitable activities                           | 3     | 1,587,519                  | 1,497,258                | 3,084,777                   | 4,132,598                   |
| Other income                                    | 4     | 364,814                    | -                        | 364,814                     | 187,655                     |
| <b>Total</b>                                    |       | <u>2,156,375</u>           | <u>1,729,204</u>         | <u>3,885,579</u>            | <u>4,841,998</u>            |
| <b>EXPENDITURE</b>                              |       |                            |                          |                             |                             |
| Raising funds                                   | 5     | 50,000                     | 367,460                  | 417,460                     | 539,788                     |
| Charitable activities                           | 6     | 2,207,798                  | 1,108,240                | 3,316,038                   | 3,851,816                   |
| Other expenditure                               | 7     | 341,485                    | -                        | 341,485                     | 436,521                     |
| <b>Total expenses</b>                           |       | <u>2,599,283</u>           | <u>1,475,700</u>         | <u>4,074,983</u>            | <u>4,828,125</u>            |
| <b>NET INCOME before transfers and taxation</b> |       | (442,908)                  | 253,504                  | (189,404)                   | 13,873                      |
| Taxation  |       | (23,309)                   | -                        | (23,309)                    | (4,000)                     |
| Transfers between funds                         |       | <u>253,504</u>             | <u>(253,504)</u>         | <u>-</u>                    | <u>-</u>                    |
| <b>NET MOVEMENT OF FUNDS</b>                    |       | (212,713)                  | -                        | (212,713)                   | 9,873                       |
| <b>RECONCILIATION OF FUNDS:</b>                 |       |                            |                          |                             |                             |
| <b>Total funds brought forward</b>              |       | <u>2,002,938</u>           | <u>-</u>                 | <u>2,002,938</u>            | <u>1,993,065</u>            |
| <b>TOTAL FUNDS CARRIED FORWARD</b>              | 26    | <u><u>1,790,225</u></u>    | <u><u>-</u></u>          | <u><u>1,790,225</u></u>     | <u><u>2,002,938</u></u>     |

The notes form part of these financial statements

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**CHARITY BALANCE SHEET  
At 31 December 2020**

|  | Notes | 2020<br>£          | 2019<br>£        |
|--|-------|--------------------|------------------|
| <b>FIXED ASSETS</b>                          |       |                    |                  |
| Tangible assets                              | 12    | 174,077            | 239,457          |
| Investments                                  | 13    | 1                  | 1                |
| Intangible assets                            |       | -                  | -                |
|  |       | <u>174,078</u>     | <u>239,458</u>   |
| <b>CURRENT ASSETS</b>                        |       |                    |                  |
| Stocks                                       |       | 16,633             | 22,518           |
| Debtors                                      | 14    | 443,641            | 1,521,204        |
| Cash at bank and in hand                     |       | <u>1,976,153</u>   | <u>1,131,322</u> |
|  |       | 2,436,427          | 2,675,044        |
| <b>CREDITORS</b>                             |       |                    |                  |
| Amounts falling due within one year          | 15    | <u>(1,504,422)</u> | <u>(907,564)</u> |
| <b>NET CURRENT ASSETS</b>                    |       | 932,005            | 1,767,480        |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | <u>1,106,083</u>   | <u>2,006,938</u> |
| <b>FUNDS</b>                                 |       |                    |                  |
| Unrestricted funds                           | 16    | 921,186            | 1,681,312        |
| Designated funds                             | 16    | 184,897            | 325,626          |
| Restricted funds                             | 16    | -                  | -                |
| <b>TOTAL FUNDS</b>                           |       | <u>1,106,083</u>   | <u>2,006,938</u> |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the FRS 102 SORP.

The financial statements were approved by the Board of Trustees on 23 September 2021 and were signed on its behalf by:



P J Knowles - Trustee

Registered company number: 04100611

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**CONSOLIDATED BALANCE SHEET  
for the year ended 31 December 2020**

|  | Notes | £ | 2020             | £                | £                | 2019             | £ |
|--|-------|---|------------------|------------------|------------------|------------------|---|
| <b>FIXED ASSETS</b>                          |       |   |                  |                  |                  |                  |   |
| Tangible assets                              | 23    |   |                  | <u>5,236,278</u> |                  | <u>2,270,183</u> |   |
| <b>CURRENT ASSETS</b>                        |       |   |                  |                  |                  |                  |   |
| Stocks                                       |       |   | 26,849           |                  | 58,997           |                  |   |
| Debtors                                      | 24    |   | 721,231          |                  | 824,872          |                  |   |
| Cash at bank and in hand                     |       |   | <u>2,210,816</u> |                  | <u>1,867,393</u> |                  |   |
|  |       |   | 2,958,896        |                  | 2,751,262        |                  |   |
| <b>CREDITORS</b>                             |       |   |                  |                  |                  |                  |   |
| Amounts falling due within one year          | 25    |   | (6,404,949)      |                  | (3,018,507)      |                  |   |
| <b>NET CURRENT ASSETS</b>                    |       |   |                  | (3,446,053)      |                  | (267,245)        |   |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       |   |                  | <u>1,790,225</u> |                  | <u>2,002,938</u> |   |
| <b>FUNDS</b>                                 |       |   |                  |                  |                  |                  |   |
| Unrestricted funds                           | 26    |   |                  | 1,605,328        |                  | 1,677,312        |   |
| Designated funds                             | 26    |   |                  | 184,897          |                  | 325,626          |   |
| Restricted funds                             | 26    |   |                  | -                |                  | -                |   |
| <b>TOTAL FUNDS</b>                           |       |   |                  | <u>1,790,225</u> |                  | <u>2,002,938</u> |   |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the FRS 102 SORP.

The financial statements were approved by the Board of Trustees on 23 September 2021 and were signed on its behalf by:

  
P J Knowles -Trustee

Registered company number: 04100611

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**CONSOLIDATED STATEMENT OF CASHFLOWS  
for the year ended 31 December 2020**

|   | 2020<br>£   | 2019<br>£ |
|---|-------------|-----------|
| Net movement in funds for the reporting period          | (212,713)   | 9,873     |
| Depreciation charges                                    | 151,157     | 149,507   |
| Decrease in stocks                                      | 32,148      | 789       |
| Decrease/(Increase) in debtors                          | 103,641     | (26,631)  |
| Increase in creditors                                   | 3,386,442   | 1,268,372 |
|   | <hr/>       | <hr/>     |
| <b>Net cash flow from operating activities</b>          | 3,460,675   | 1,401,910 |
|   | <hr/>       | <hr/>     |
| <b>Cash flow from investing activities</b>              |             |           |
| Payments to acquire tangible fixed assets               | (3,122,358) | (246,804) |
| Receipts from disposal of tangible fixed assets         | 5,106       | 30,000    |
|   | <hr/>       | <hr/>     |
| <b>Net cash flow from investing activities</b>          | (3,117,252) | (216,804) |
|   | <hr/>       | <hr/>     |
| <b>Net increase in cash and cash equivalents</b>        | 343,423     | 1,185,106 |
| <b>Cash and cash equivalents at beginning of period</b> | 1,867,393   | 682,287   |
|   | <hr/>       | <hr/>     |
| <b>Cash and cash equivalents at end of period</b>       | 2,210,816   | 1,867,393 |
|   | <hr/>       | <hr/>     |

The notes form part of these financial statements

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
for the year ended 31 December 2020**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 2. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**Incoming resources**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

For grants and donations to be recognised the charity will have been notified of the amounts and the settlement date. If there are conditions attached to the grant or donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

**Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

**Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

**Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund are set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for specific purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.



**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**1. ACCOUNTING POLICIES - continued**

**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 of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

|                                    |   |
|------------------------------------|---|
| Leasehold property improvements -  | straight line over 5, 10 or 21 years          |
| Fixtures, fittings and equipment - | straight line over 1, 2, 3, 5, 10 or 12 years |

**Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

**Debtors and creditors receivable / payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

**Value added tax**

The charitable company is not registered for VAT and accordingly, all costs include irrecoverable VAT where appropriate.

**Pensions**

The charity operates a defined contribution pension scheme for the benefit of certain staff members. The assets of the scheme are held separately from those of the charity in independently administered funds. The costs of contributions are written off against profits in the year they are payable.

**Operating leases**

Rentals applicable to operating leases are charged to the SOFA on a straight-line basis over the period in which the cost is incurred.

**Taxation**

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

The charity's 100% owned subsidiary, The Nest (Norfolk's Community Hub) Limited, is not exempt and therefore pays corporation tax at the main rate.

**Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are enough with the level of reserves for the charity to be able to continue as a going concern.

**2. INCOME FROM DONATIONS**

| GROUP                                 | Unrestricted<br>£ | Restricted<br>£ | Total<br>2020<br>£ | Total<br>2019<br>£ |
|---------------------------------------|-------------------|-----------------|--------------------|--------------------|
| Donations (CSF)                       | -                 | 231,946         | 231,946            | 56,066             |
| Donations (The Nest)                  | -                 | -               | -                  | 1,873              |
| Other donations and income (CSF)      | 21,000            | -               | 21,000             | 53,010             |
| Other donations and income (The Nest) | 183,042           | -               | 183,042            | 410,796            |
|                                       | 204,042           | 231,946         | 435,988            | 521,745            |



**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED**  
for the year ended 31 December 2020

**3. INCOME FROM CHARITABLE ACTIVITIES**

| <b>GROUP</b>                  | Unrestricted<br>£ | Restricted<br>£  | Total<br>2020<br>£ | Total<br>2019<br>£ |
|-------------------------------|-------------------|------------------|--------------------|--------------------|
| School and soccer activities  | 1,527,749         | 351,220          | 1,878,969          | 2,120,818          |
| Community related activities  | -                 | 355,954          | 355,954            | 225,280            |
| Disability related activities | -                 | -                | -                  | 111,650            |
| Social engagement activities  | -                 | 462,468          | 462,468            | 809,191            |
| Education related activities  | -                 | -                | -                  | 52,360             |
| Hire income                   | 58,862            | -                | 58,862             | 95,199             |
| Fundraising events            | -                 | 327,616          | 327,616            | 699,927            |
| Scheme kit accessories        | 908               | -                | 908                | 173                |
| Other income                  | -                 | -                | -                  | 18,000             |
|                               | <u>1,587,519</u>  | <u>1,497,258</u> | <u>3,084,777</u>   | <u>4,132,598</u>   |

**4. OTHER INCOME**

| <b>GROUP</b>                         | Unrestricted<br>£ | Restricted<br>£ | Total<br>2020<br>£ | Total<br>2019<br>£ |
|--------------------------------------|-------------------|-----------------|--------------------|--------------------|
| Kit income (The Nest)                | 117,645           | -               | 117,645            | 187,655            |
| Rental income (The Nest)             | 2,250             | -               | 2,250              | -                  |
| Government Support (Furlough Claims) | 244,919           | -               | 244,919            | -                  |
|                                      | <u>364,814</u>    | <u>-</u>        | <u>364,814</u>     | <u>187,655</u>     |

**5. TOTAL EXPENDITURE**

| <b>GROUP</b>                   | Direct Activities<br>£ | Support<br>£     | Total<br>2020<br>£ | Total<br>2019<br>£ |
|--------------------------------|------------------------|------------------|--------------------|--------------------|
| Cost of raising funds          | 237,460                | 180,000          | 417,460            | 539,788            |
| Charitable Activities (note 6) | 1,816,881              | 1,499,157        | 3,316,038          | 3,851,816          |
| Other expenditure              | 62,172                 | 279,313          | 341,485            | 436,521            |
|                                | <u>2,116,513</u>       | <u>1,958,470</u> | <u>4,074,983</u>   | <u>4,828,125</u>   |

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**6. ANALYSIS OF CHARITABLE EXPENDITURE**

| GROUP                                    | Project Costs<br>£ | Support Costs<br>£ | Total<br>2020<br>£ | Total<br>2019<br>£ |
|--|--------------------|--------------------|--------------------|--------------------|
| Soccer and school activities             | 633,824            | 36,000             | 669,824            | 835,410            |
| Community related activities             | 312,585            | 35,500             | 348,085            | 192,600            |
| Disability related activities            | -                  | -                  | -                  | 164,002            |
| Social engagement activities             | 351,632            | -                  | 351,632            | 899,173            |
| Education relation activities            | -                  | -                  | -                  | 62,334             |
| Hire related activities                  | 20,651             | -                  | 20,651             | 21,760             |
| Project funding, bursaries and donations | -                  | 55,000             | 55,000             | 55,000             |
| Other running costs                      | 498,189            | 1,372,657          | 1,870,846          | 1,621,537          |
|  | <u>1,816,881</u>   | <u>1,499,157</u>   | <u>3,316,038</u>   | <u>3,851,816</u>   |

Where a management fee is applied to a grant these encompass the Support costs and have been classified as so. All Disability and Health projects are now accounted for within Community related activities.

**7. OTHER EXPENDITURE**

| GROUP                          | Unrestricted<br>£ | Restricted<br>£ | Total<br>2020<br>£ | Total<br>2019<br>£ |
|--------------------------------|-------------------|-----------------|--------------------|--------------------|
| Other running costs (The Nest) | 341,485           | -               | 341,485            | 436,521            |
|                                | <u>341,485</u>    | <u>-</u>        | <u>341,485</u>     | <u>436,521</u>     |

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

|  |              |               |
|--|--------------|---------------|
| Net resources are stated after charging: | 2020<br>£    | 2019<br>£     |
| Auditors' remuneration                   | 5,775        | 5,500         |
| Depreciation – owned assets              | 151,157      | 149,507       |
| Amortisation                             | -            | -             |
| Operating lease rentals                  | 18,000       | 18,000        |
| - Rent of land and buildings             |              |               |
| - Hire of motor vehicles                 | <u>1,560</u> | <u>27,405</u> |

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There was no trustees' remuneration or other benefits for the year ended 31 December 2020 or for the year ended 31 December 2019.

There were no trustees' expenses paid for the year ended 31 December 2020 or for the year ended 31 December 2019.

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED**  
for the year ended 31 December 2020

**10. STAFF COSTS**

**GROUP**

|                              | 2020<br>£        | 2019<br>£        |
|------------------------------|------------------|------------------|
| Staff costs were as follows: |                  |                  |
| Wages and salaries           | 2,029,913        | 2,047,899        |
| Social security costs        | 172,075          | 170,834          |
| Pension costs                | 51,314           | 47,076           |
| Other employment costs       | <u>22,095</u>    | <u>16,244</u>    |
|                              | <u>2,275,397</u> | <u>2,282,053</u> |

There were no prepaid or accrued pension costs at either the beginning or end of the year.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

|                          | 2020 | 2019 |
|--------------------------|------|------|
| Trustees                 | 9    | 8    |
| Permanent staff          | 83   | 83   |
| Part-time coaching staff | 41   | 57   |

**11. TAXATION**

|                                     | 2020<br>Group<br>£ | 2020<br>Charity<br>£ | 2019<br>Group<br>£ | 2019<br>Charity<br>£ |
|-------------------------------------|--------------------|----------------------|--------------------|----------------------|
| Corporation tax charge for the year | 3,309              | -                    | 4,000              | -                    |
| Movement on deferred tax            | <u>20,000</u>      | <u>-</u>             | <u>-</u>           | <u>-</u>             |
|                                     | <u>23,309</u>      | <u>-</u>             | <u>4,000</u>       | <u>-</u>             |

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**12. TANGIBLE FIXED ASSETS**

| <b>CHARITY</b>            | Leasehold<br>property<br>improvements<br>£ | Pitch<br>refurbishment<br>£ | Fixtures,<br>fitting &<br>equipment<br>£ | Website<br>Development<br>£ | Total<br>£ |
|---------------------------|--|-----------------------------|--|-----------------------------|------------|
| <b>COST</b>               |  |                             |  |                             |            |
| At 1 Jan 2020             | 338,837                                    | 58,609                      | 267,126                                  | 29,336                      | 693,908    |
| Additions                 | -  | -                           | 5,352                                    | -                           | 5,352      |
| Disposals                 | -  | -                           | (19,147)                                 | -                           | (19,147)   |
| At 31 Dec 2020            | 338,837                                    | 58,609                      | 253,331                                  | 29,336                      | 680,113    |
| <b>DEPRECIATION</b>       |  |                             |  |                             |            |
| At 1 Jan 2020             | 197,075                                    | 20,076                      | 225,012                                  | 12,288                      | 454,451    |
| Disposals                 | -  | -                           | (14,041)                                 | -                           | (14,041)   |
| Charge for year           | 31,710                                     | 5,941                       | 21,308                                   | 6,667                       | 65,626     |
| At 31 Dec 2020            | 228,785                                    | 26,017                      | 232,279                                  | 18,955                      | 506,036    |
| <b>NET BOOK<br/>VALUE</b> |  |                             |  |                             |            |
| At 31 Dec 2020            | 110,052                                    | 32,592                      | 21,052                                   | 10,381                      | 174,077    |
| At 31 Dec 2019            | 141,762                                    | 38,533                      | 42,114                                   | 17,048                      | 239,457    |

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**13. INVESTMENTS**

Investments represent the charitable company's investment in the shares of The Nest (Norfolk's Community Hub) Ltd (company number 10689233). The charitable company owns 100% of the issued share capital of The Nest, whose aggregate capital and reserves at the Balance Sheet date was £1.

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

|                                    | 2020           | 2019             |
|------------------------------------|----------------|------------------|
| CHARITY                            | £              | £                |
| Trade debtors                      | 156,958        | 241,877          |
| Accrued income                     | 262,499        | 224,511          |
| Amounts owed by group undertakings | -              | 887,847          |
| Other debtors                      | 24,184         | 166,969          |
|                                    | <u>443,641</u> | <u>1,521,204</u> |

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

|  | 2020             | 2019           |
|--|------------------|----------------|
| CHARITY                                  | £                | £              |
| Trade creditors                          | 45,417           | 135,583        |
| Taxation and social security             | 31,817           | 40,188         |
| Payments received in advance of projects | 15,296           | 2,782          |
| Amounts owed by group undertakings       | 184,895          | -              |
| Accruals and deferred income (see below) | 1,226,997        | 729,011        |
|  | <u>1,504,422</u> | <u>907,564</u> |

Deferred income comprises of the following amounts which have been designated as relating to future periods by the grant providers:

|  | Unrestricted<br>£ | Restricted<br>£ | Total<br>2020<br>£ |
|--|-------------------|-----------------|--------------------|
| Balance as at 1 January 2020                       | 39,334            | 456,881         | 496,215            |
| Less: release of amounts deferred in prior periods | (39,334)          | (456,881)       | (496,215)          |
| Add: amounts deferred to future periods            | 242,279           | 547,153         | 789,432            |
| Balance as at 31 December 2020                     | <u>242,279</u>    | <u>547,153</u>  | <u>789,432</u>     |

These amounts are included in the accruals and deferred income figure at the year-end.

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

| CHARITY            | General<br>funds<br>£ | Designated<br>fund<br>£ | Restricted<br>funds<br>£ | 2020<br>Total<br>funds<br>£ | 2019<br>Total<br>funds<br>£ |
|--------------------|-----------------------|-------------------------|--------------------------|-----------------------------|-----------------------------|
| Fixed assets       | 174,078               | -                       | -                        | 174,078                     | 239,458                     |
| Net current assets | 747,108               | 184,897                 | -                        | 932,005                     | 1,767,480                   |
|                    | <u>921,186</u>        | <u>184,897</u>          | <u>-</u>                 | <u>1,106,083</u>            | <u>2,006,938</u>            |

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**17. MOVEMENT IN FUNDS**

| <b>CHARITY</b>                       | At 1.1.20<br>£   | Net<br>movement in<br>funds<br>£ | At 31.12.20<br>£ |
|--------------------------------------|------------------|----------------------------------|------------------|
| <b>Unrestricted funds</b>            |                  |                                  |                  |
| General funds                        | 1,681,312        | (760,125)                        | 921,187          |
| Designated fund – Carrow Park        | 19,500           | 6,500                            | 26,000           |
| Designated fund – Staff              | 100,000          | -                                | 100,000          |
| Designated fund – Facility Provision | 147,230          | (147,230)                        | -                |
| Designated fund – Run Norwich        | 58,896           | -                                | 58,896           |
|                                      | <u>2,006,938</u> | <u>(900,855)</u>                 | <u>1,106,083</u> |
| <b>Restricted funds</b>              |                  |                                  |                  |
| National Citizen Service             | -                | -                                | -                |
|                                      | -                | -                                | -                |
|                                      | -                | -                                | -                |
| <b>TOTAL FUNDS</b>                   | <u>2,006,938</u> | <u>(900,855)</u>                 | <u>1,106,083</u> |

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

|                           | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Movement in<br>funds<br>£ |
|---------------------------|----------------------------|----------------------------|-----------------------------------|---------------------------|
| <b>Unrestricted funds</b> |                            |                            |                                   |                           |
| General funds             | 1,608,520                  | (2,762,879)                | -                                 | (1,154,359)               |
| Designated fund           | -                          | -                          | 253,504                           | 253,504                   |
|                           | <u>1,608,520</u>           | <u>(2,762,879)</u>         | <u>253,504</u>                    | <u>(900,855)</u>          |
| <b>Restricted funds</b>   |                            |                            |                                   |                           |
| National Citizen Service  | (b) 462,468                | (351,632)                  | (110,836)                         | -                         |
| Fundraising               | (c) 559,562                | (468,581)                  | (90,981)                          | -                         |
| Community projects        | (d) 355,954                | (327,391)                  | (28,563)                          | -                         |
| Schools related projects  | (a) 351,220                | (328,096)                  | (23,124)                          | -                         |
|                           | <u>1,729,204</u>           | <u>(1,475,700)</u>         | <u>(253,504)</u>                  | <u>-</u>                  |
| <b>TOTAL FUNDS</b>        | <u>3,337,724</u>           | <u>(4,238,579)</u>         | <u>-</u>                          | <u>(900,855)</u>          |

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**18. ANALYSIS OF RESTRICTED FUNDS**

**a) SCHOOLS RELATED PROJECTS**

Included within the general heading of Schools related projects are the following individual funds:

**i. PLPFA**

Positive futures programme made up of two strands (protect and prepare), in partnership with local police commission and children's services designed to address wellbeing, self-esteem, county lines, street crime intervention.

**ii. PL Inspires**

Premier League funded programme delivered in high schools over 24 weeks. 12 weeks of this on enterprise related to NCFC and 12 weeks relating to a social action plan on how to reduce plastic consumption.

**iii. PL School Sport/PL Primary Stars**

Working with the Premier League where the aim is to provide sports and activities within schools to fill gaps in provision where there is no activity in place. This project supports English and Maths in primary schools and provides teacher CPD to those involved.

**b) NATIONAL CITIZEN SERVICE**

'National Citizen Service' provides a unique opportunity for 15-17year olds. Young people will have the opportunity to meet new people and develop life skills through a summer or autumn programme. This includes residential camps and daily workshops, followed by completing 30 hours of volunteering within their local areas. They will then receive certification at a celebration event.

**c) FUNDRAISING**

The Foundation's fundraising appeal aims to help brighten up people's lives through sport by raising funds that enable us to continue to deliver vital services for disadvantaged people and those with disabilities.

**d) SPORT RELATED PROJECTS**

**i. Kicks**

Kicks targets young people who have previously proven difficult to reach and using football as the main engagement tool, helps guide them towards a range of sporting activities. Funded by the Premier League, with additional support from CSF, Kicks is run with a partnership approach and led with a steering group.

**ii. Kicks Targeted**

Onside programme was developed in partnership with Norfolk County Council (NCC) Early Intervention Team (EIT), Youth Offending Team (YOT) and Norfolk Police.. The project targets 8-11 year olds (Year 3-6) trying to break the cycle of violent youth crime and exclusions in early years which has the potential to lead into more violent adult behaviour and other associated negative behaviours.

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED  
for the year ended 31 December 2020**

**Designated funds**

The charitable company has established a designated fund reserve to set aside amounts for the future maintenance and replacement of pitches at Carrow Park.

The charity has established a designated staff fund reserve to provide for the possibility where, if a restricted programme funding falls off and is not replaced in the short term, before securing further funding for this programme, we are able to continue the effect of delivering the programme and sustaining the projects that it is involved in.

The charity has established a designated facility fund to set aside amounts to allow for the continued development of the community hub facility, of which phase 1 opened during 2018. The Nest is operated by the Foundation's subsidiary company and phase 2 is currently in the planning and fundraising stage.

The charity has established a designated fund to set aside the surpluses produced from the Run Norwich event to enable investment in future legacy events supporting mental wellbeing and general fitness for all ages.



**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - CONTINUED**  
for the year ended 31 December 2020

**19. OPERATING LEASE COMMITMENTS**

|   | 2020          | 2019          |
|---|---------------|---------------|
|   | £             | £             |
| Annual commitments under operating leases for land and buildings                  |               |               |
| Expiring:   |               |               |
| After more than five years  | <u>18,000</u> | <u>18,000</u> |
| Annual commitments under operating leases for office equipment and motor vehicles |               |               |
| Expiring:   |               |               |
| Less than one year  | <u>1,560</u>  | <u>27,405</u> |

**20. RELATED PARTY DISCLOSURES**

The charitable company is associated by virtue of common directors with Norwich City Football Club PLC.

During the year, the charitable company entered into the following transactions with related parties:

|  |              |              |
|--|--------------|--------------|
| <b>Norwich City Football Club PLC</b>                                  | 2020         | 2019         |
|  | £            | £            |
| Sales and recharges during the year                                    | 511          | 69,449       |
| Amount receivable at 31 December                                       | -            | 500          |
| Purchases, including rent of premises, and contribution to Carrow Park | 67,000       | 34,470       |
| Amount payable at 31 December  | <u>1,658</u> | <u>8,820</u> |

By virtue of the association with Norwich City Football Club PLC the Premier League contributed funds of £50,000 (2019 £50,000) during the year.

During the year Norwich City Football Club PLC donated £500,000 as matched funding towards the Build the Nest fundraising campaign. At the year end this amount was included within deferred income.

During the year the staff of Norwich City Football Club PLC donated £188,277 towards a Covid-19 support programme that the Foundation ran during the year.

**21. PENSION COMMITMENTS**

The charity operates a defined contribution pension scheme that has been in place from the formation of the company. This now only includes 2 original employees. The assets of the scheme are held separately from those of the charity in independently administered funds.

The charity operates a pension scheme through Pension Auto-Enrolment for all other employees.

The pension cost charge represents contributions payable by the charity to the pension fund and during the year amounted to £51,314 (2019 £47,076).

**22. ULTIMATE CONTROLLING PARTY**

The ultimate controlling party is the Board of Trustees.

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS – CONTINUED  
for the year ended 31 December 2020**

**23. TANGIBLE FIXED ASSETS**

| <b>GROUP</b>              | Leasehold<br>property<br>improvements<br>£ | Pitch<br>refurb<br>£ | Fixtures,<br>fitting &<br>equipment<br>£ | Website<br>Develop<br>£ | Land &<br>buildings<br>£ | Total<br>£ |
|---------------------------|--|----------------------|--|-------------------------|--------------------------|------------|
| <b>COST</b>               |  |                      |  |                         |                          |            |
| At 1 Jan 2020             | 338,837                                    | 58,609               | 375,577                                  | 29,336                  | 2,033,267                | 2,835,626  |
| Additions                 | -  | -                    | 31,988                                   | -                       | 3,090,370                | 3,122,358  |
| Disposals                 | -  | -                    | (19,147)                                 | -                       | -                        | (19,147)   |
| At 31 Dec 2020            | 338,837                                    | 58,609               | 388,418                                  | 29,336                  | 5,123,637                | 5,938,837  |
| <b>DEPRECIATION</b>       |  |                      |  |                         |                          |            |
| At 1 Jan 2020             | 197,075                                    | 20,076               | 240,672                                  | 12,288                  | 95,332                   | 565,443    |
| Disposals                 | -  | -                    | (14,041)                                 | -                       | -                        | (14,041)   |
| Charge for year           | 31,710                                     | 5,941                | 32,722                                   | 6,667                   | 74,117                   | 151,157    |
| At 31 Dec 2020            | 228,785                                    | 26,017               | 259,353                                  | 18,955                  | 169,449                  | 702,559    |
| <b>NET BOOK<br/>VALUE</b> |  |                      |  |                         |                          |            |
| At 31 Dec 2020            | 110,052                                    | 32,592               | 129,065                                  | 10,381                  | 4,954,188                | 5,236,278  |
| At 31 Dec 2019            | 141,762                                    | 38,533               | 134,906                                  | 17,048                  | 1,937,935                | 2,270,183  |

**NORWICH CITY COMMUNITY  
SPORTS FOUNDATION**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS – CONTINUED**  
for the year ended 31 December 2020

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

| <b>GROUP</b>   | 2020<br>£             | 2019<br>£             |
|----------------|-----------------------|-----------------------|
| Trade debtors  | 420,041               | 321,579               |
| Accrued income | 262,499               | 323,541               |
| Other debtors  | <u>38,691</u>         | <u>179,752</u>        |
|                | <u><u>721,231</u></u> | <u><u>824,872</u></u> |

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

| <b>GROUP</b>                             | 2020<br>£               | 2019<br>£               |
|--|-------------------------|-------------------------|
| Trade creditors                          | 73,522                  | 157,885                 |
| Taxation and social security             | 4,334                   | 22,010                  |
| Payments received in advance of projects | 15,296                  | 2,782                   |
| Corporation tax                          | 23,500                  | 4,000                   |
| Accruals and deferred income             | <u>6,288,297</u>        | <u>2,831,830</u>        |
|  | <u><u>6,404,949</u></u> | <u><u>3,018,507</u></u> |

**26. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

| <b>GROUP</b>       | General<br>funds<br>£   | Designated<br>fund<br>£ | Restricted<br>funds<br>£ | 2020<br>Total<br>funds<br>£ | 2019<br>Total<br>Funds<br>£ |
|--------------------|-------------------------|-------------------------|--------------------------|-----------------------------|-----------------------------|
| Fixed assets       | 5,236,278               | -                       | -                        | 5,236,278                   | 2,270,184                   |
| Net current assets | <u>(3,630,950)</u>      | <u>184,897</u>          | <u>-</u>                 | <u>(3,446,053)</u>          | <u>(267,246)</u>            |
|                    | <u><u>1,605,328</u></u> | <u><u>184,897</u></u>   | <u><u>-</u></u>          | <u><u>1,790,225</u></u>     | <u><u>2,002,938</u></u>     |

