TIGERS SPORT AND EDUCATION TRUST

England & Wales · Charity number 1092287

Details

Other names	HULL CITY FOOTBALL IN THE COMMUNITY
Status	Registered
Legal form	Charitable company
Company number	04320313
Registered	2002-05-30
Register	View on the Charity Commission register

Contact

Address	Tigers Trust Arena Ltd Walton Street Hull HU3 6GA
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Website	www.tigerstrust.co.uk

Activities

Objects: THE CHARITY'S OBJECTS ARE FOR THE BENEFIT OF THE PUBLIC GENERALLY AND, IN PARTICULAR, THE INHABITANTS OF EAST YORKSHIRE AND HUMBERSIDE AND ITS SURROUNDING AREAS3.1 TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION BY PROVIDING FACILITIES FOR THE PLAYING OF ASSOCIATION FOOTBALL AND OTHER SPORTS CAPABLE OF IMPROVING HEALTH.3.2 TO PROVIDE AND ASSIST IN PROVIDING FACILITIES FOR SPORT, RECREATION OR OTHER LEISURE TIME OCCUPATION OF SUCH PERSONS WHO HAVE NEED FOR SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES OR FOR THE PUBLIC AT LARGE IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE, AND3.3 TO ADVANCE THE EDUCATION OF CHILDREN AND YOUNG PEOPLE THROUGH SUCH MEANS AS THE TRUSTEES THINK FIT.3.4 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.

Activities: The Trust works with children of all ages delivering various sports and multi-skills activities covering health and well being(Imagine your Goals, Fit 2 Play, Tigers FC).We also work with the Prince's

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Trust on various projects whilst also delivering social inclusion projects such as Kickz. We also provide Educational programmes for young Adults through a partnership with Selby College.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, Education/training, Disability, Amateur Sport
- **Who:** Children/young People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** EAST YORKSHIRE AND HUMBERSIDE AND SURROUDNING AREA
- East Riding Of Yorkshire
- Kingston Upon Hull City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,779,807	£1,694,044	£865,950	66
2024-08-31	£1,773,878	£1,551,686	£779,084	60
2023-08-31	£1,449,036	£1,392,314	£556,892	57
2022-08-31	£1,575,173	£1,438,161	£500,170	59
2021-08-31	£1,453,054	£1,307,862	£363,158	57
2020-08-31	£1,465,477	£1,354,542	£217,966	72

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Trustees

Name	Role	Appointed
Christopher Martin O'Neill		2019-04-26
Diane Hayden		2016-09-15
Joseph Clutterbrook		2022-04-28
Nicholas John Rennardson		2022-04-28
Nicola Ollett		2025-05-23
Oliver James Burdett		2025-05-23
Rachael Hardcastle-Pearce		2025-05-23
SEAN MICHAEL ROYCE		2013-06-24
Stephen Thomas Logan		2019-04-26
Victoria Stabler		2019-04-26

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TIGERS SPORT AND EDUCATION TRUST

England & Wales - Charity number 1092287

Accounts

REGISTERED COMPANY NUMBER: 04320313 (England and Wales)
REGISTERED CHARITY NUMBER: 1092287

Report of the Trustees and

Financial Statements for the Year Ended 31 August 2025

for

Tigers Sport and Education Trust

HLAS Audit Limited
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Tigers Sport and Education Trust

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for the Year Ended 31 August 2025

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Tigers Sport and Education Trust

Report of the Trustees for the year ended 31st August 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity for the period 1st September 2024 to 31st August 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and Public Benefit

The charity's objects are for the benefit of the public generally and in particular, the inhabitants Hull, East Yorkshire, Humberside and its surrounding areas. The Trustees have considered the Commission's guidance on public benefit and are of the opinion that it is fulfilled by the charity's continued pursuit of the following objectives: -

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health;

- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;

- to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity including (but not restricted to) through the use of the game of football (including its history and rules) and other sports activities as educational tools and, in furtherance of such object, through the provision of facilities at the MKM Stadium (or such other facility occupied by Hull City AFC) for meetings, lectures and classes for the benefit of such persons; and

- 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.

Tigers Sport and Education Trust: Report of the Trustees for the year ended 31st August 2025

ACHIEVEMENT AND PERFORMANCE

Charitable activities

For more than 30 years, the Tigers Sport and Education Trust has been a recognised provider of Sport and Education across Hull and East Riding of Yorkshire. Governed by a Board of Trustees and funded by the EFL Trust and Premier League and a range of other funders and sponsors. The Trust's priority is to deliver high quality provision to the communities of Hull and East Riding of Yorkshire to support improved health and wellbeing.

The Trust completed it's 3-yearly Premier League Capability Code of Practice (CCOP) audit in June 2022 which focuses on organisational governance and compliance across 15 areas of operation practice. Ther Premier League Charitable Fund (PLCF) review and challenge the self-assessment completed by all Club Community Organisations. Tigers trust was graded "Good" following review and validation of our submission. In Autumn 2024, the Trust were required to provide a statement of compliance across the 15 areas of CCOP and maintained the "Very Good" grading.

Strategy

The Trust is in the final year of a 5-year strategy.

Our Vision: Inspired and integrated communities living active, healthy and happy lives.

Our Mission: We dare to inspire, engage, and improve our communities, through sport, active participation, and education. Providing opportunities and removing barriers, supporting and raising aspirations and helping people to lead healthy and happy lives, because we care and because we can.

Our Values:

- Fun – We believe fun should be central to all we do.
- Ambitious – We strive to be the best in everything we do.
- Inspiring – We seek to be positive role models in all we do
- Respectful – We treat everyone with respect
- Passionate – We care passionately about our community
- Inclusive – We seek inclusivity in all we do.

The Trust activities work to achieve the following **Strategic Objectives**:

1. **Inspiring Communities** - working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision
2. **Improving Health & Wellbeing** - improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles
3. **Creating Pathways to Education & Employment Opportunities** - creating the opportunity to raise educational attainment and promote the value of lifelong learning, whilst increasing access to the 'world of work' through promoting opportunities to interact with employers and entrepreneurs.

4. **Connecting and Collaborating with Key Stakeholders** - maximising impact and resources by delivering together for the benefit of the local communities.
5. **Sustainability** - operate a financially sustainable and viable charity, working effectively with our Club, growing income and building strategic partnerships
6. **Building Capacity –** of our charity through excellent governance, quality management and an effective integrated delivery structure

A Theory of Change was created to underpin the strategy and clearly show the internal and external outcomes linked to the programmes the Trust delivers and the change we aim to create within the communities of Hull and East Riding.

During the 2024/25 period we have continued to support the community and use the power of the football clubs' badge to reach groups that many others cannot. Whilst the Trust works with all members of the community, there are specific groups that we especially seek to work with, these are:

1. Ethnically diverse communities
2. Young people, especially those at risk
3. Care leavers
4. LGBTQIA+ community
5. Older Adults
6. People with disabilities and health conditions
7. Women and Girls

In the last year the Trust:

- Delivered 7,400 community sessions (up 94 from 23/24)
- Reached 48,261 participants from all ages from 2 upwards (up 364 from 23/24)

All our programmes and projects are designed to ensure the Trust meeting the aims and objectives laid out in the strategy. They create impact across multiple areas.

Our Projects and Programmes	**Strategic Objective (#)**
Active Through Football	1 / 2
Apprenticeships	3 / 6
BSc in Football Coaching (University of South Wales)	1 / 3 / 4 / 6
BTEC Level 1 in Football Coaching (Bishop Burton)	1 / 3 / 4 / 5 / 6
Change Makers (Volunteering)	1 / 2 / 3 / 5 / 6
Detached Youth Work	1 / 2 / 3 / 4 / 5
Exploring Volunteering (Tigers Pathway)	1 / 2 / 3 / 4
Families Learning Together	1 / 2 / 3 / 4
Football Centres (weekend and holidays)	1 / 2 / 5
Forever Tigers: Heritage Project	1 / 2
Holiday Activity and Food (HAF)	1 / 2 / 4
Hull Fair Schools	1 / 3
Inclusive Kicks (disability sports)	1 / 2
Match Day support (experience, match-day crew)	3 / 4 / 5
Peer Action Collective	1 / 3 / 4
Premier League Kicks	1 / 2 / 3

Primary School Programmes	1 / 2 / 3 / 5
Secondary School Programmes	1 /2 / 3 / 5
Senior Tigers	4 / 5
Walking Football	1 / 2

Inspiring Communities:
Working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision.

- 913 young people with over 4,893 attendances at holiday football camps (increase of 73 participants since 23/24)
- 2,247 young people making 32,453 appearances at Premier League Kicks sessions whilst this is less attendees than in 23/24 they are attending more sessions on average (14, up from 5 in 23/24) which allows for greater impact against societal aims and strengthens our position for future investment to address the violence prevention agenda.
- 64% of primary aged pupils progressed into sporting pathways following our programmes this was a new measure for 24/25 and gives us a clearer understanding of how pupils transition into our paid for programmes which generate unrestricted income.
- 65 young people collectively volunteered over 7,350 minutes through the Premier League Kicks programme. This was a new measure for 24/25.
- 210 Young People involved in the Social Action projects through our Peer Action Research programme. The Peer Researchers presented finding at national events for directors of violence reduction services in local authorities across England and created valuable resources that were shared across the football charity network. This was a further 164 engaged since the project started late in 23/24 and was above the target set by the funder.

Case study: Peer Action Collective
The Hull Peer Action Collective (PAC), supported by Tigers Trust and EFL in the Community, is a youth-led initiative empowering young people aged 10–20 to shape safer, more inclusive spaces across Hull. Over two years, PAC delivered two interconnected research projects—*Addressing Barriers to Positive Activities* and *Building Better Safe Spaces*—using a peer-research model that placed lived experience at the centre.

Through interviews, focus groups and creative workshops, PAC engaged more than 100 young people, many from alternative provision schools or communities disproportionately affected by violence, poverty and reduced youth provision. Their findings highlighted a deep need for accessible, youth-friendly environments where young people feel safe, understood and able to connect with trusted adults.

In response, PAC revitalised the Tigers Trust Youth Room, ensuring it was co-designed by young people and offered free access, flexible structure and inclusive activities. The team also launched a Youth Voice group—an entirely youth-led platform enabling ongoing influence on service design and organisational decisions. This work not only widened opportunities for participation but also modelled a sustainable approach to embedding youth voice across the system.

Impact on young people included increased confidence, leadership skills, and a stronger sense of belonging. Many reported developing improved communication, trust in adults, and pride in contributing to changes that benefitted their peers. PAC staff themselves experienced transformative personal growth, with some progressing to university and community leadership roles.

Impact on system partners was equally significant. Tigers Trust and other stakeholders gained actionable insights into what young people need from safe spaces, how rules should be co-created, and the importance of recruiting relatable, empathetic adults. The project demonstrated that when young people shape the design of services, engagement rises and outcomes improve—supporting broader aims to reduce youth violence and strengthen community cohesion.

Improving Health & Wellbeing:

Improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles.

- 207 participants with over 2736 attendances at walking football (up from 58 participants and over 1890 attendances in 23/24)
- 80.1% of participants on our Pathways Employability programme reported improved emotional wellbeing through increased self-esteem and confidence. (82.2% in 23/24)
- 272 young people attended educational workshops as part of our Kicks programme. This included the introduction of a catastrophic bleeds first aid workshop and basic first aid training of CPR, choking, cuts and breaks. This is a new measure for 24/25.

Case Study: Tigers Trust Inclusive Residential

Tigers Trust received funding from Sir James Reckitt Charity to deliver our first ever inclusive kicks residential in August 2025. The trip took 9 of our regular participants away for the weekend (Friday-Sunday). The group participated in team challenges, football matches, treasure hunts, orienteering, canoeing, virtual reality events and foot-golf. Introducing the young people to new activities and different settings has helped them take on different roles within the group. With one participant, known for being quieter during weekly sessions, choosing to step into a leadership role within the team challenges and being recognised by his peers.

Creating Pathways to Education & Employment Opportunities:

Creating the opportunity to raise educational attainment and promote the value of lifelong learning, whilst increasing access to the 'world of work' through promoting opportunities to interact with employers and entrepreneurs.

Education

- Over 8000 students with 250,000+ attendances through our primary, secondary and higher education programmes, including provision of our new BTEC Level 1 course at Bishop Burton School, which is the first phase of providing the full pathway from early years through education into employment. An increase of 226 students since 23/24.

- We supported 466 teachers with CPD training in 6-weeks PE blocks with 90% reporting improved skills, confidence and knowledge. This is a new measure for 24/25.
- Pilot programme Empowering Futures launched (see case study below) and proved successful leading to the programmes addition in the secondary school offer for the 2025/26 academic year with additional school take-up agreed from September 2025.

The success of the BTEC Level 1 course has established the Tigers Trust as a further education provider and allowed us to develop a new partnership with League Football Education to provide Level 2 and Level 3 BTEC courses to students from September 2025.

Employment (new measures for 24/25)

- 112 participants aged 16+ on the Tigers Pathways programme across 5 cohorts. The programme has a social return on investment of £7.27 for every £1 invested. The participant increase is due to additional cohorts being provided to address demand and has secured us future funding to continue delivery.
- 14 participants went into employment, 20 gained additional qualifications and training and 12 went into volunteering opportunities.
- 100% of the students on our Football Coaching degree course were successful in gaining a place to coach over summer 2025 in the USA as part of Challenge USA.

Case Study: Empowering Futures

2024/25 was the pilot year for the Empowering Futures programme. A bespoke programme for secondary schools focused on inspiring students who are stuck, disengaged, and struggle personally and academically in the school environment. The aim is to reduce the risk of exclusion and help the pupil stay in lessons and on the school site.

The pilot sought to understand the role Tigers Trust could play in helping students to unlock their full potential, helping them to rethink their decision making, and explore what fixed mindsets might be effecting their ability to success. It tested different tools for confidence boosting, and rewarding better choices.

School staff selected students and identify the teachers the students disengage with the most or have the most issues with, where better choices would have a greater impact. Working in partnership with Tigers Trust, our leader staff member works with the students in 1:1 support and the teachers reward changes in behaviour over the 10 week programme. Stamps are collected over 10 weeks leading to a reward trip for those who complete their stamp card. For a pupil to earn a stamp on their card they must complete 3 objectives in the target teacher and subjects' lessons. These objectives are respect yourself, respect your peers and respect your teacher. Pupils have a chance to earn extra stamps if they have a difficult week.

Connecting and Collaborating with Key Stakeholders

Maximising impact and resources by delivering together for the benefit of the local communities.

Working with over 200 partners (up from 193 in 23/24) across the 12-month period including:

1. We maintained 74 education partners since 23/24 – with several increasing the number of days and hours we are onsite supporting pupils.
2. 48 community voluntary sector partners including those with direct reach to groups our projects are designed to support.
3. 12 health focused partners, including public health
4. 13 criminal justice sector partners
5. 4 infrastructure and leadership organisations

Existing Relationships:

The 2024/25 period has focused on strengthening existing relationships across all strategic areas. This impact can be seen in both the places Tigers Trust is invited into and the time stakeholders invest in our growth and development. For example, Tigers Trust is now a valued member of MAYVE (Multi-Agency Youth Violence and Exploitation Panel) which aims to reduce the risks associated with these issues and ensure compliance with safeguarding legislation.

Tigers Trust reputation as a community focused and trusted provider and our pre-existing relationship with Hull City Council, Hull Culture Arts and Leisure and Active Humber have led to us being invited to the initial kick-off events and strategic planning workshops for the incoming Sport England funded, Place Programme.

Growing our network:

During 2024/25 Tigers Trust has grown the network of partners it works with including becoming a bondholder for Future Humber and taking a more active role in the HEY Confident Futures and Charity Leaders networks across the region. These networks are providing valuable insight into the changing landscape and upcoming challenges and opportunities that will inform the new strategy.

Case Study: Hull Jobcentre & DWP: Walking Football for Over 50s

In partnership with Hull Jobcentre and the Department for Work and Pensions (DWP), Tigers Trust launched a bespoke **Walking Football Employability Programme** for adults aged 50+. This initiative was born from a shared vision to support older jobseekers facing barriers such as low confidence and outdated skills.

Anne Brewster, the North East Yorkshire and Humber 50Plus Champion, praised the programme for creating a safe, peer-supported space for long-term unemployed individuals. The sessions focused on:

- **Mental health and mindset**
- **Confidence building and goal setting**
- **Teamwork through walking football**
- **Access to 1-to-1 mental health support via CHCP**

Already, participants are seeing results: one has secured employment, and five others have signed up for stewarding roles.

In addition to the core Tigers Pathways sessions, we've had access to a qualified mental health practitioner from CHCP who delivered a bespoke workshop and offered one-to-one support for those who needed it. This extra layer of care has made a real difference.

Paul one of the cohort said" There should be more projects like this. I would recommend the course, it has worked for me, thank you for putting the course on. The course is, and has been a joy, and a revelation. I didn't think I needed this, I am happy to say I was wrong."

Sustainability & Building Capacity

Operate a financially sustainable and viable charity, working effectively with our Club, growing income and building strategic partnerships. Building capacity of our charity through excellent governance, quality management and an effective integrated delivery structure.

- Generated £1.780m of income and funding for community investment (an increase of £5,929 on the previous year)
- Our success delivering the BTEC Level 1 with local college Bishop Burton has secured us a partnership with League Football Education as a BTEC Level 2 and Level 3 football coaching qualification provider. This is the final link in a full pathway from early years provision to employment. As we close out 2024/25 we have 80% of the spaces across these two new courses filled.
- We've begun diversifying income to the Arena including introduction of an end of season awards night package for local grassroots clubs that combines pitch access with café/bar access for an evening.
- Increase in Trust staff with 38 full-time, 4 part time and 28 casual hourly paid staff.
- The Trust engaged and utilised 60 regular and occasional volunteers during, with 54 of these being previous or current participants in community projects and other activities.
- 11 members of staff undertaking apprenticeship qualifications in 24/25. Including our first Level 6 apprenticeship in management.

During early 2023 the Trust undertook a Strategic Review to help shape future direction. Key recommendations from this review were focused on the following 5 headline areas for the Trust to work on to support continual improvement:

Succession Planning and Leadership: During 24/25 the Chief Executive Officer left the company following a comprehensive handover to the incoming Director of Community. A two-phase restructure included establishing a Senior Leadership Team in October 2024. The SLT compromises of the Director of Community, Head of Education and Innovation, Head of Business and Operations, and Head of Community Engagement and Safeguarding. Phase two of the restructure took place in April following consultation with staff and introduced a management layer into the organisation, with 8 new manager roles. Introduction of the managers aims to increase the capacity of the senior leaders to focus on long-term opportunities whilst managers seek to enhance the existing programmes

and partnerships. Whilst this is likely to cause a small drop in the business cash in hand initially, the board feel in the long-term this will increase income and replenish the accounts. Indeed we are already seeing an increase in the number of schools seeking to engage our services in academic year 2025/26 and existing schools buying more services. Succession planning is also in place for the Finance Manager who is intending to retire in the coming year. We have recruited a finance apprentice who will begin in September 2025.

Harness the potential of the Club/CCO relationship: This relationship is growing in depth each year with a strong SLA in place that provides benefits to both parties. We have shared roles across safeguarding and provide staff on match-days. The club provide tickets to matches for our participants to benefit from, access to space in hospitality which we use for prizes and recognition of partnerships and volunteers. We continue to have club representation on the Board, and

Board and Governance: Two trustees including the long-standing chair of the board stepped down over the Summer of 2025. Three new board members were recruited to the Board as of the May 2025 board meeting. They bring valuable skills and experience in marketing, communications, health and volunteering. A new facilities working group was established in July 2025 following an agreement to progress with options on redevelopment of the Tigers Trust Arena.

Staff Retention and Associated Challenges: Whilst staff retention remains high there are some challenges related to progression within the organisation. With several staff expressing frustration with not having options to develop. The restructure was in part designed to create some early movement and additional responsibilities have been offered in an open application process.

Funding and Income Generation: The Trust have been working with Bishop Lincoln university on submission for a Knowledge Transfer Partnership to recruit a graduate for 2 years focused on business efficiency, financial modelling, income generation. Whilst this is in progress, we have recruited a 1-year student placement into the business directorate to add capacity to improving our fundraising and corporate offer, which the Head of Business and Operations is overseeing. The introduction of a Golf Day event alongside the existing Question of Sport flagship major event has increased our fundraising income generation in 24/25. We intend to add a third event to the calendar in 2025/26.

Operationally, the key priorities for the organisation have been to continue to deliver services to those in need across our communities, maximising impact and reach to improve the lives of those we support.

The Trust continues to turn business away from the Arena as it is unable to offer safe and quality outside pitches. The board working group is focused on securing future investment to repair and reopen these pitches as well as looking at how the current building infrastructure can be developed to allow for growth of programmes and community use. Staffing capacity for the Arena remains

limited and relies heavily on the Trust staff to cover during weekday, daytime opening. This is scheduled to cause minimum impact on Trust delivery with the senior leadership team predominantly covering this work.

In conclusion, the achievements of the Trust during the last 12-months across all six of the strategic objective areas all work together to positively move the Trust to achieving its charitable mission. It remains vitally important that alongside returning detailed and timely reports to our partners and funders that we tell the story of the Tigers Trust's work across Hull and East Riding. This is done through case studies and new stories shared through our social media platforms including LinkedIn. These are often amplified by Hull City football club, the English Football League in the Community and Premier League Charitable Fund.

FINANCIAL REVIEW

Financial position

The Trust is currently working to ensure it has the necessary reserves in place to fulfil the commitments of the reserves policy. We recognise the organisational restructure will have implications on the reserves initially but anticipate that this will be rectified due to the increased business that can be generated through additional capacity at a strategic level. We have already started to see an increase in income with additional schools signing up for the next academic year, and additional funds being offered to Tigers Trust from partners underspend.

The Arena increased its pitch hire during 24/25 compared to previous years.

The group generated restricted income of £1,185,607 (2024 £1,152,024), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £1,040,799 (2024 £1,030,102). The restricted grants and their associated expenses are shown as restricted funds in the statement of financial activities.

The group generated unrestricted income of £594,200 (2024 £621,854), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £653,245 (2024 £521,584).

The net movement in funds for the period amounted to a surplus of £85,763 (2024 £222,192 surplus).

The group held fund balances at 31st August 2025 of £213,524 (2024 £162,351) of surplus restricted funds and £651,323 (2024 £616,713) of unrestricted funds.

The Trust continues to align closely with the Club, funders and stakeholders to effectively manage moving forward. Importantly the work of the Trust to seek and secure future income from strategic relationships such as Forever Tigers, Peer Action Collective, Exploring Volunteering and Northcott School. The Trust continued to review resources throughout the period, reviewing and consolidating staffing and resources appropriately throughout.

Reserves policy

The trustees review the reserve levels of the charitable group and company annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The activities that the charitable group undertakes on a day-to-day basis are funded from both its restricted reserves that were provided for specific purposes and its unrestricted reserves for all other activities.

The Trustee Board have assessed the financial obligations of the charity and have determined that the level of unrestricted and non-designated reserves required by the charity equates to six months' expenditure. These reserves should not be held in fixed assets.

During the year to 31 August 2025, six months expenditure equated to £847,022. This amount is inclusive of the following:

- The operational running costs of the foundation inclusive of facility hire and delivery costs
- Remuneration of Foundation Staff.

The trustees need to ensure that the charitable group has sufficient working capital to cover delays between receipt of grants and spending. At 31st August 2025 the group had a surplus in unrestricted funds of £651,323 (2024 £616,733) of which £62,835 (2024: £43,252) is tied up in tangible fixed assets. The group also has a surplus in restricted funds of £213,524 (2024: £162,351).

Considering the nature of the group's income streams the trustees are of the view that reserves at these levels are sufficient to cover its working capital needs. Moving forward the Trust has prioritised the strategy to increase of unrestricted reserves through non-programme funded income, such as building the educational activities, football centres and private bookings.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Future Plans

Area	Short Term (12 months)	Long Term (1-5 years)
Financial	• Grow unrestricted reserves including revamping the paid for football offer and fundraising events programme • Develop a commercial and corporate partnerships offer • Develop a fundraising pipeline to reduce the gaps between funded projects	• Diversify income streams, with a focus on maximising existing assets • Improve internal processes the underpin income generation • Increase the turnover to £3m
Strategic	• Launch the new 2026-2031 strategy • Review the Trust operations and structure to ensure we remain relevant and enable business growth • Progress the facility development plans in line with the agreed direction set by the Board. • Take an active role in regional networks including Sport England's Place Based Work and the Skills Council.	• Deliver the 2026-2031 strategy • Develop a communication strategy particularly with a B:B focus • Apply a targeted approach to stakeholder management and partnership growth • Develop and action a fundraising strategy • Develop and begin delivery of a fully costed facility development and improvement plan
Operational	• Maintain compliance with the CCOP • Provide training and support to staff • Begin the agreed succession plan for the Finance Manager • Improve ways of working to streamline HR, IT and Reporting	• Enhance the business directorate with increased marketing and fundraising capacity. • Increase the Arena specific staff pool to meet demand
Programmes	• Grow the education offer particularly for Post 16 and alternative provision. • Improve the Monitoring and Evaluation practices • Increase our programmes through securing repeat business and new business across all programmes.	• Strengthen and grow our community engagement work particularly our areas of expertise (Youth Work and Employability) • Based on the new strategy develop pilot programmes in new areas of business

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tigers Sport and Education Trust, company number 04320313, is constituted under its Memorandum and Articles of Association dated 9 November 2001 and is a registered charity, number 1092287. The principal address of the charity is the same as its registered office. The charitable company is limited by guarantee. Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member. The current number of members is four.

When required, current trustees appoint new trustees by majority vote. New trustees are required when one of two things occurs:

1. An existing trustee has reached the limit on their concurrent terms with the Trust and the Board will drop below minimums as outlined in the Capability Code of Practice (CCOP) the Premier League and English Football League governing document for officially recognised football club affiliated football charitable companies.
2. A skills gap is identified. In addition to skills lost when trustees step down, this may occur as part of assessing skills held to strategic direction of the charity.

Recruitment of new trustees is done through a formal recruitment process that adheres to our recruitment policy. The key steps in the recruitment process are:

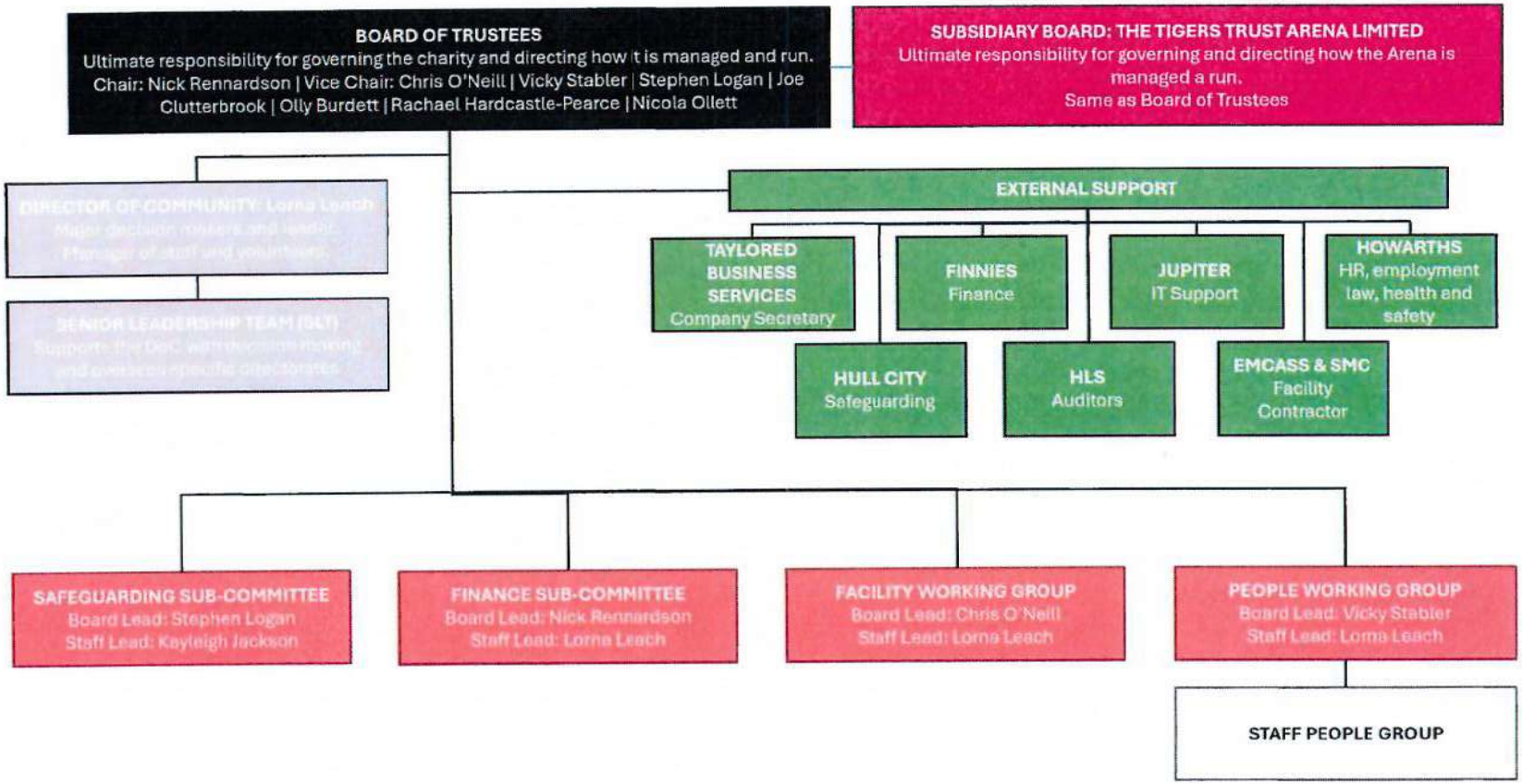
- Identification of the vacancy
- Preparation of a job description and person specification
- Advertisement of the vacancy (internally and/or externally)
- Invitation of applications and the dealing with speculative applications
- Shortlisting and interview
- Making of an offer of employment (and, where necessary, withdrawing the offer)

New trustees are required to complete a DBS check and are briefed of their duties and responsibilities as a trustee of the charity. This will take place with the Chair and the CEO and talks through the current and future plans of the charity, organisational structure, and executive groups. Outlining responsibilities and terms of reference to ensure the trustee is informed before joining any sub-committees or ExCo groups. The governance and working group structure is laid-out on the next page.

The Board of Trustees meets quarterly to discuss the performance of the charity. Working groups meet at least twice a year as outlined in the terms of reference for that group.

The day-to-day management of the company was delegated to Lorna Leach, Chief Executive Officer. A fortnightly Senior Management Team (SMT) meeting brings together programme and project leads to discuss operational business.

Governance and working group structure



Relationships between charity and related parties

The charitable company operates by receiving its main funding from the Premier League Charitable Fund and English Football League Charitable Trust. In 2016, the charitable company set up a wholly owned trading subsidiary, The Tigers Trust Arena Limited. The purpose of the subsidiary is to undertake the management of the Arena. Details of the financial performance of the subsidiary are included in the notes to the financial statements.

Tigers Sport and Education Trust is the affiliated charity to Hull City as identified by the football club, Premier League Charitable Fund and English Football League Charitable Trust. Although the Trust is governed and financially independent of Hull City, the club supports the foundation in many ways, as outlined in the service level agreement between the two entities, this includes match tickets, discounted season tickets and merchandise for staff and access to players to support events and programmes. The trust provide staff and facility space to the club as part of match days, this includes co-ordinating match ball assistants, safeguarding expertise and co-ordinating volunteers.

The Truste leases the Arena from Hull City, with Superstadium Management Company (SMC) as the facilities manager for the stadium able to provide low level facility management support to the Trust e.g. replacing lighting, or repairing broken toilets.

Key management remuneration

The trustees consider the board of trustees and the Chief Executive Officer as comprising the key management personnel of the charity. No trustee was remunerated during the year and details of trustee expenses and related party transactions are disclosed in the notes to the accounts. The pay of the Chief Executive Officer is reviewed annually and is bench-marked with charities of a similar size and activity.

Risk management

The Board of Trustees acknowledges its responsibility to identify, assess and manage risks, in particular those relating to operations, safeguarding, and finances. The trustees examine the major risks that the charity faces each year and have developed systems to monitor and control these risks to mitigate any impact that they may have on the charity in the future. The Risk Register has been regularly updated over this period and is taken to the Board twice a year for discussion and review.

Financial controls

The Board retains oversight of the financial performance of the charity through quarterly board meetings and the financial sub-committee. Monitoring is designed to provide assurances against material loss and this includes setting approving the annual budget, regular review of financial performance throughout the year, and identification and management of risk.

Safeguarding

The main non-financial risk to the charity arises from working with young people and vulnerable adults. In line with recent legal changes and updated CCOP (Capability Code of Practice) process, the Trust has undertaken a comprehensive review of Safeguarding Policy and Procedures to ensure they support safe practice to mitigate this risk, which has also involved a closer alignment to the Safeguarding lead at Hull City Tigers. They continue to liaise closely with the Tigers Trust 'safeguarding lead'.

Operations

The main operational risks are attached to the Arena. The building is over 20 years old and faces continued challenges to remain compliant with health and safety regulations. In the past the football club have stepped in to share the costs for structural maintenance, however this is not a contractual commitment. The Trustees will need to establish a viable plan for future repairs and maintenance.

At the end of the 2024/25 financial year the main risks identified by the Trust are:

1. Vacant posts in business-critical roles including Marketing Manager and Head of Facilities, pending vacancies and therefore requiring succession planning (Finance Manager), and overwhelm of staff when picking up additional work to fill gaps.
2. Structural maintenance in an increasingly old building.
3. Continuing inflationary pressures on costs particularly to running facility including utility bills, but also on transport costs.
4. Shrinking fundraising landscape making it harder to source new funds. We continue to need to seek new fundraising approaches and maximise the trust's assets more effectively.

Reference and Administrative Details

Registered Company Number
04320313 (England and Wales)

Registered Charity Number
1092287 (England and Wales)

Registered Office
Tigers Trust Arena
Walton Street
Hull
East Yorkshire
HU3 6GA

Trustees
Mr N J Rennardson- Chair, Board of Trustees
Mr C M O'Neill- Vice Chair
Mr S T Logan- Director
Mr J Clutterbrook- Director
Miss V Stabler- Director
Miss R Hardcastle-Pearce- Director (appointed 23.05.2025)
Mr O Burdett- Director (appointed 23.05.2025)
Mrs N Ollett- Director (appointed 23.05.2025)
Mrs D Hayden - Director (resigned 10.07.2025)
Mr S M Royce - Director (resigned 10.07.2025)

Company Secretary
Taylored Business Secretaries Limited

Auditors
HLAS Audit Limited
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Bankers
Lloyds Bank PLC
Silver Street
Hull
HU1 1HX

Report of the Trustees
For the year ended 31st August 2025

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking responsible 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 thought ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

The auditors, HLAS Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors on ...24/04/26.. and signed on its behalf by:

N Rennardson - Chair (Trustee)

Opinion
We have audited the financial statements of Tigers Sport and Education Trust (the 'charitable company') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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.

Extent to which our procedures are capable of detecting irregularities, including fraud:

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the sector in which the company operates;
- We focused on specific laws and regulations which we considered may have a direct impact material effect on the financial statements, or the operations of the company which included the Companies Act 2006, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to involve the completeness and timing of income recognition and the override of controls by management.

To address the risk of fraud in relation to revenue recognition, we:
- Performed detailed substantive testing to address completeness and accuracy of sales;
- Assessed the appropriateness and application of the accounting policy concerning income recognition; and
- Performed detailed cut-off testing either side of the balance sheet date.

To address the risk of fraud through management bias and override of controls, we:
- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- Investigated the rationale behind significant or unusual transactions.

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 for the audit of the financial statements is located 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-audit ors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.

This description forms part of our auditor's report.

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

Use of our report

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

Laura Drew BFP ACA FCCA
for and on behalf of HLAS Audit Limited
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Date: 24/04/2026

Tigers Sport and Education Trust

Consolidated Statement of Financial Activities
for the Year Ended 31 August 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	22,804	-	22,804	121,265
Charitable activities	4				
Health and Wellbeing		24,878	44,188	69,066	71,749
Education and Employment		108,106	637,498	745,604	680,598
Community and Inclusion		181,805	502,085	683,890	598,887
Core and Other		93,702	-	93,702	143,203
Investment income	3	4,746	-	4,746	4,692
Other income		20,065	1,836	21,901	19,115
Income from commercial operations		138,094		138,094	134,369
Total		594,200	1,185,607	1,779,807	1,773,878
EXPENDITURE ON					
Charitable activities	5				
Health and Wellbeing		28,903	27,281	56,184	69,190
Education and Employment		41,321	553,347	594,668	616,465
Community and Inclusion		142,360	460,171	602,531	538,010
Core and Other		254,233	-	254,233	156,655
Expenditure from commercial operations		186,428	-	186,428	171,366
Total		653,245	1,040,799	1,694,044	1,551,686
NET INCOME/(EXPENDITURE)		(59,045)	144,808	85,763	222,192
Transfers between funds	16	93,635	(93,635)	-	-
Net movement in funds		34,590	51,173	85,763	222,192
RECONCILIATION OF FUNDS					
Total funds brought forward		616,733	162,351	779,084	556,892
TOTAL FUNDS CARRIED FORWARD		651,323	213,524	864,847	779,084

The notes form part of these financial statements

Consolidated Balance Sheet
31 August 2024

	Notes	2025 £	2024 £
FIXED ASSETS			
Tangible assets	12	62,834	43,252
Investments	13	-	-
		62,834	43,252
CURRENT ASSETS			
Debtors	14	76,382	110,678
Cash at bank and in hand		1,004,062	927,275
		1,080,444	1,037,953
CREDITORS			
Amounts falling due within one year	15	(278,431)	(302,121)
NET CURRENT ASSETS		802,013	735,832
TOTAL ASSETS LESS CURRENT LIABILITIES		864,847	779,084
CREDITORS			
Amounts falling due after more than one year		-	-
NET ASSETS/(LIABILITIES)		864,847	779,084
FUNDS	16		
Unrestricted funds		651,328	616,733
Restricted funds		213,519	162,351
TOTAL FUNDS		864,847	779,084

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

The financial statements were approved by the Board of Trustees and authorised for issue on 24/04/2026 and were signed on its behalf by:

Mr N Rennardson – Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 August 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	12	42,964	4,343	47,307	24,933
Investments	13	100	-	100	100
		43,064	4,343	47,407	25,033
CURRENT ASSETS					
Debtors	14	181,824	-	181,825	224,246
Cash at bank and in hand		675,692	181,873	857,565	794,918
		857,516	181,874	1,039,390	1,019,164
CREDITORS					
Amounts falling due within one year	15	(220,847)	-	(220,847)	(268,678)
NET CURRENT ASSETS		636,669	181,874	818,543	750,486
TOTAL ASSETS LESS CURRENT LIABILITIES		679,733	186,217	865,950	775,519
NET ASSETS		679,733	186,217	865,950	775,519
FUNDS	16				
Unrestricted funds				679,733	613,161
Restricted funds				186,217	162,358
TOTAL FUNDS				865,950	775,519

The financial statements were approved by the Board of Trustees and authorised for issue on .....24/04/2026..... and were signed on its behalf by:

.....
Mr N Rennardson - Trustee

The notes form part of these financial statements

Cash Flow Statement
for the Year Ended 31 August 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	106,591	176,361
Net cash provided by operating activities		106,951	176,361
Cash flows from investing activities			
Purchase of tangible fixed assets		(34,910)	-
Interest received		4,746	4,692
Net cash (used in)/provided by investing activities		(30,164)	4,692
Change in cash and cash equivalents in the reporting period		76,787	181,053
Cash and cash equivalents at the beginning of the reporting period		927,275	746,222
Cash and cash equivalents at the end of the reporting period		1,004,062	927,275

The notes form part of these financial statements

Notes to the Cash Flow Statement for the Year Ended 31 August 2025

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

	2025	2024
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	85,763	222,192
Adjustments for:		
Depreciation charges	15,327	9,592
Interest received	(4,746)	(4,692)
Intercompany transactions	-	-
Decrease/(increase) in debtors	49,949	(59,569)
(Decrease)/increase in creditors	(39,342)	8,838
Net cash provided by operations	106,951	176,361

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.24	Cash flow	At 31.8.25
	£	£	£
Net cash			
Cash at bank and in hand	927,275	76,787	1,004,062
	927,275	76,787	1,004,062
Total	927,275	76,787	1,004,062

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated. The charitable company adopted FRS 102 in the current year and an explanation of how transition to FRS 102 has affected the reported financial position and performance is given in the notes.

Monetary amounts in these financial statements are rounded to the nearest whole £1. The financial statements are presented in sterling which is also the functional currency of the company.

Going concern
The trustees assess whether the use of the going concern concept is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently they continue to adopt the going concern basis in preparing the annual financial statements.

Critical accounting judgements and key sources of estimation uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the Trustees' best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The Trustees do not consider there to be any material estimates and judgements.

Income
Income received for services provided is accounted for on an accrual's basis.

Cash donations, gifts and legacies are included in full in the income and expenditure account as they are received. Any significant non-cash donations are included in the income and expenditure account at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Grants and other funding of a revenue nature are deferred and released to the income and expenditure account over the period to which they relate.

Bank interest is included in the income and expenditure account on an accrual's basis.

Expenditure
Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable activities expenditure comprises those costs incurred in the delivery of the company's activities. It includes both costs that can be attached directly to such activities and those costs of an indirect nature necessary to support them. Indirect support costs are apportioned on a consistent basis.

continued...

1. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Support costs have been allocated between management and staff, finance, human resources, property rent and repairs, other office costs and governance costs.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Support costs have been apportioned based on individual grants awarded compared to overall grants awarded. The allocation of support costs is analysed in the notes to the financial statements.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 2% - 50% straight line
Motor vehicles	- 25% on cost

Expenditure of a capital nature is capitalised when the expended amount per item is over £200.

Taxation
The company is a U.K. registered charity and is considered to pass the tests set out in Paragraph 1, Schedule 6 Finance Act 2010. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income and gains are applied exclusively to charitable purposes charity.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

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 the Statement of Financial Activities.

Fixed asset investments
Fixed asset investments within the charity are valued at par.

continued...

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	22,804	121,265

In 2025, £22,804 of the total donations income was attributable to unrestricted income funds (2024: £121,265) with the remaining balance of £nil (2024: £nil) adding to restricted funds.

3. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	4,746	4,692

4. INCOME FROM CHARITABLE ACTIVITIES

	Health and Wellbeing	Education and Employment	Community and Inclusion
	£	£	£
Charitable activities	26,693	429,037	307,139
Grants	42,373	316,567	376,751
	69,066	745,604	683,890

	Core and Other	2025 Total activities	2024 Total activities
	£	£	£
Charitable activities	30,814	793,683	673,379
Grants	62,888	798,579	821,058
	93,702	1,592,262	1,494,437

Grants received, included in the above, are as follows:

	2025	2024
	£	£
Premier League Kicks	247,127	258,317
Premier League Primary Stars / School Sport	153,595	150,000
NCS	-	11,219
Other Grants	137,888	107,816
Premier League Inspires	75,171	75,000
Tigers Together	-	2,000
Holiday Action Fund	36,000	40,000
Active Through Football	77,471	89,534
Tigers Pathways (ESIF)	-	32,967
Waiting Well	-	3,345
USW	37,800	17,500
Hey Mind	6,372	12,743
Carried forward	771,424	800,441

continued...

4. INCOME FROM CHARITABLE ACTIVITIES - continued

	2025	2024
	£	£
Brought forward	771,424	800,441
Sutton Ward	-	3,480
Stay Onside	17,137	17,137
HCC Diversionary	5,843	-
Street Games	4,175	-
	798,579	821,058

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Health and Wellbeing	51,430	4,754	56,184
Education and Employment	572,854	21,814	594,668
Community and Inclusion	579,020	23,511	602,531
Core and Other	166,757	87,476	254,233
	1,370,061	137,555	1,507,616

6. SUPPORT COSTS

	Finance	Property & rent	Other office costs	Governance costs	Totals
	£	£	£	£	£
Health and Wellbeing	247	-	4,507	-	4,754
Education and Employment	-	-	21,814	-	21,814
Community and Inclusion	6,897	-	16,614	-	23,511
Core and Other	494	11,028	37,051	38,903	87,476
	7,638	11,028	79,986	38,903	137,555

The total support costs included in coaching and development, are apportioned based on individual project income values compared to the total project income value and has been split between restricted funds and unrestricted funds.

continued...

7. NET INCOME/(EXPENDITURE)

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

	2025	2024
	£	£
Depreciation - owned assets	15,327	9,592

8. AUDITORS' REMUNERATION

	2025	2024
	£	£
Fees payable to the charity's auditors and their associates for the audit of the charity's financial statements	13,143	9,022

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2025 nor for the year ended 31 August 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2025 nor for the year ended 31 August 2024.

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	1,107,717	994,057
Social security costs	87,211	70,346
Other pension costs	20,203	20,367
	1,215,131	1,084,770

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

	2025	2024
Line Management	12	10
Delivery Staff	54	50
	66	60

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

	2025	2024
£80,001 - £90,000	-	1

The trustees consider the board of trustees, the community manager and Chief Executive Officer as comprising the key management personnel of the charity in charge of directing, controlling and operating the charity on a day-to-day basis. All trustees give their time freely and no trustee remuneration was paid in the period. The total remuneration and other benefits (including employer contributions) paid on behalf of key management personnel for their services to the charity was £157,661 (2024: £81,352).

continued...

10. STAFF COSTS - continued

There has been a restructure in the year seeing additional staff members step into key management roles.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	121,265	-	121,265
Charitable activities			
Health and Wellbeing	6,290	65,459	71,749
Education and Employment	17,500	663,098	680,598
Community and Inclusion	177,090	421,797	598,887
Core and Other	143,203	-	143,203
Investment income	4,692	-	4,692
Other income	17,445	1,670	19,115
Income from commercial operations	134,369		134,369
Total	621,854	1,152,024	1,773,878
EXPENDITURE ON			
Charitable activities			
Health and Wellbeing	22,096	47,094	69,190
Education and Employment	24,543	591,922	616,465
Community and Inclusion	146,924	391,086	538,010
Core and Other	156,655	-	156,655
Expenditure from commercial operations	171,366		171,366
Total	521,584	1,030,102	1,551,686
NET INCOME	100,270	121,922	222,192
Transfers between funds	72,451	(72,451)	-
Net movement in funds	172,721	49,471	222,192
RECONCILIATION OF FUNDS			
Total funds brought forward	444,012	112,880	556,892
TOTAL FUNDS CARRIED FORWARD	616,733	162,351	779,084

continued...

12. TANGIBLE FIXED ASSETS

GROUP

	Long leasehold property £	Plant and machinery £	Fixture and fittings £
COST			
At 1 September 2024	38,676	25,947	48,211
Additions	-	14,900	1,019
Disposals	-	-	-
At 31 August 2025	38,676	40,847	49,230
DEPRECIATION			
At 1 September 2024	20,736	25,947	47,833
Charge for year	2,594	2,558	491
Eliminated on disposal	-	-	-
At 31 August 2025	23,330	28,505	48,324
NET BOOK VALUE			
At 31 August 2025	15,346	12,342	906
At 31 August 2024	17,940	-	378

	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2024	49,600	82,375	244,809
Additions	-	18,991	34,910
Disposals	(7,800)	-	(7,800)
At 31 August 2025	41,800	101,366	271,919
DEPRECIATION			
At 1 September 2024	24,667	82,375	201,557
Charge for year	6,800	2,884	15,327
Eliminated on disposal	(7,800)	-	(7,800)
At 31 August 2025	23,667	85,259	209,084
NET BOOK VALUE			
At 31 August 2025	18,133	16,107	62,834
At 31 August 2024	24,933	-	43,252

continued...

12. TANGIBLE FIXED ASSETS – continued

CHARITY

	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST					
At 1 September 2024	141,663	-	49,600	-	191,263
Additions	14,900	1,019	-	18,991	34,910
Disposals	-	-	(7,800)	-	(7,800)
At 31 August 2025	156,563	1,019	41,800	18,991	218,373
DEPRECIATION					
At 1 September 2024	141,663	-	24,667	-	166,330
Charge for year	2,558	294	6,800	2,884	12,536
Eliminated on disposal	-	-	(7,800)	-	(7,800)
At 31 August 2025	144,221	294	23,667	2,884	171,066
NET BOOK VALUE					
At 31 August 2025	12,342	725	18,133	16,107	47,307
At 31 August 2024	-	-	24,933	-	24,933

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2024 and 31 August 2025	100
NET BOOK VALUE	
At 31 August 2025	100
At 31 August 2024	100

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies comprise the following:

The Tigers Trust Arena Limited
Registered office: The Tigers Trust Arena, Walton Street, Hull, England, HU3 6GA
Nature of business: Hiring of facilities.

Class of share:	% **Holding**
Ordinary	**100**

	2025 £	2024 £
Aggregate capital and reserves	(1,002)	3,666
Profit/(Loss) for the year	(4,668)	(3,192)

continued...

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	37,301	22,050	30,463	14,778
Other debtors	756	236	42	19
VAT	-	-	-	-
Amounts owed by group undertakings	-	-	117,116	124,931
Prepayments and accrued income	38,325	88,392	34,204	84,518
	76,382	110,678	181,825	224,246

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	43,822	33,643	22,990	31,724
VAT	2,983	28	-	-
Other creditors	10,836	6,742	10,600	6,850
Accruals and deferred income	220,790	261,708	187,257	230,104
	278,431	302,121	220,847	268,678

Included within creditors above is deferred income totalling £161,877 (2024 - £219,122). The movement in the year is as follows:

	Charitable activities	Total
	£	£
At 1 September 2024	219,122	200,782
Released from previous years	(219,122)	(200,782)
Deferred in the current year	161,877	219,122
At 31 August 2025	161,877	219,122

Incoming resources have only been deferred in respect of monies received in advance of the services being delivered under a services agreement.

continued...

16. MOVEMENT IN FUNDS

	At 1.9.24	Net movement in funds	Transfers between funds	At 31.8.25
	£	£	£	£
Unrestricted funds				
General fund	605,164	(78,349)	93,630	620,450
Kickstart Scheme	3,286	-	-	3,286
Education - USW and BTEC	298	18,397	-	18,695
Tigers Together	6,597	907	-	7,504
Tigers Team Mates	1,388	-	-	1,388
	616,733	(59,045)	93,635	651,323
Restricted funds				
Premier League Kicks	39,965	4,968	(7,128)	37,798
Primary Stars	4,927	38,958	(35,707)	8,178
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	(1,200)	-	-	(1,200)
Premier League Inspires	(2,484)	27,963	(14,668)	10,811
Premier League Kicks Targeted	6,606	12,981	-	19,587
Active Through Football	8,629	7,017	(7,715)	7,931
Change Makers	1,143	-	-	1,143
Holiday Action Fund	49,516	14,040	(3,600)	59,956
Tigers Pathways (ESIF)	10,733	11,307	1,067	23,107
PAC2	1,889	9,528	(7,356)	4,061
Premier League Women & Girls	900	-	-	900
Youth Justice	4,757	-	-	4,757
Multiply (Inclusion)	801	3,440	184	4,425
Families LT	13,363	746	(14,016)	93
Hey Mind	4,594	2,866	(637)	6,823
Street Soccer Academy	1,728	1,767	(250)	3,245
VPP - Stay Onside	6,940	(462)	(1,714)	4,764
Sutton Ward	(1,182)	1,715	(1,678)	(1,145)
Disability 18+	-	(2,043)	-	(2,043)
HCC Diversionary	-	5,843	-	5,843
Street Games	-	4,174	(417)	3,757
	162,358	144,808	(93,635)	213,524
TOTAL FUNDS	779,084	85,763	-	864,847

continued...

16. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	529,683	(608,032)	(45,173)
Education - USW and BTEC	59,681	(41,284)	17,945
Tigers Together	4,840	(3,933)	165
	594,204	(653,249)	(27,063)
Restricted funds			
Premier League	306,082	(301,114)	3,161
Primary Stars	357,065	(318,107)	38,053
Premier League Inspires	146,682	(118,719)	27,963
Premier League Kicks	-	12,981	
Active Through Football	77,470	(70,453)	(2,630)
Holiday Action Fund	37,815	(23,775)	13,954
Tigers Pathways (ESIF)	78,845	(67,538)	11,307
PAC2	73,561	(64,033)	8,366
Multiply (Inclusion)	3,440	-	3,440
Families LT	50,802	(50,057)	653
Hey Mind	6,371	(3,505)	2,866
Street Soccer Academy	2,500	(733)	1,767
VPP - Stay Onside	17,137	(17,599)	(1,095)
Sutton Ward	16,782	(15,067)	1,715
Disability 18+	1,034	(3,077)	(2,043)
HCC Diversionary	5,843	-	5,843
Street Games	4,174	-	4,174
	1,185,603	(1,040,795)	144,808
TOTAL FUNDS	1,779,807	(1,694,044)	85,763

continued...

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.23 £	Net movement in funds £	Transfers between funds £	At 31.8.24 £
Unrestricted funds				
General fund	429,955	99,631	75,578	605,164
Kickstart Scheme	3,286	-	-	3,286
Education - USW and BTEC	9,092	(7,044)	(1,750)	298
Tigers Together	291	7,683	(1,377)	6,597
Tigers Team Mates	1,388	-	-	1,388
	444,012	100,270	72,451	616,733
Restricted funds				
Premier League Kicks	31,245	313	8,400	39,958
Primary Stars	11,731	26,345	(33,149)	4,927
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	4,811	(6,504)	493	(1,200)
Premier League Inspires	1,266	10,365	(14,115)	(2,484)
Premier League Kicks Targeted	6,606	-	-	6,606
Active Through Football	2,083	15,649	(9,103)	8,629
Change Makers	1,143	-	-	1,143
Holiday Action Fund	41,420	12,496	(4,400)	49,516
Tigers Pathways (ESIF)	(3,815)	20,807	(6,259)	10,733
PAC2	-	6,681	(4,792)	1,889
Premier League Women & Girls	900	-	-	900
Youth Justice	4,757	-	-	4,757
Multiply (Inclusion)	-	985	(184)	801
Families LT	-	15,988	(2,625)	13,363
Hey Mind	-	5,868	(1,274)	4,594
Street Soccer Academy	-	2,234	(506)	1,728
VPP - Stay Onside	-	8,654	(1,714)	6,940
Sutton Ward	-	(470)	(712)	(1,182)
CBSL Turing	-	2,511	(2,511)	-
	112,880	121,922	(72,451)	162,351
TOTAL FUNDS	556,892	222,192	-	779,084

continued...

16. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	586,409	(486,778)	99,631
Education - USW and BTEC	17,500	(24,544)	(7,044)
Tigers Together	17,945	(10,262)	7,683
	621,854	(521,584)	100,270
Restricted funds			
Premier League Kicks	258,703	(258,390)	313
Primary Stars	331,487	(305,142)	26,345
NCS	11,219	(17,723)	(6,504)
Premier League Inspires	141,150	(130,785)	10,365
Active Through Football	91,032	(75,383)	15,649
Holiday Action Fund	52,716	(40,220)	12,496
Tigers Pathways (ESIF)	62,583	(41,776)	20,807
PAC2	47,920	(41,239)	6,681
Multiply (Inclusion)	1,840	(855)	985
Families LT	36,078	(20,090)	15,988
Hey Mind	12,743	(6,875)	5,868
Street Soccer Academy	5,055	(2,821)	2,234
VPP - Stay Onside	17,137	(8,483)	8,654
Sutton Ward	7,121	(7,591)	(470)
CBSL Turing	75,240	(72,729)	2,511
	1,152,024	(1,030,102)	121,922
TOTAL FUNDS	1,773,878	(1,551,686)	222,192

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.23 £	Net movement in funds £	Transfers between funds £	At 31.8.25 £
Unrestricted funds				
General fund	429,955	21,282	169,213	620,450
Kickstart Scheme	3,286	-	-	3,286
Education - USW and BTEC	9,092	11,353	(1,750)	18,695
Tigers Together	291	8,590	(1,377)	7,504
Tigers Team Mates	1,388	-	-	1,388
	444,012	41,225	166,086	651,323
Restricted funds				
Premier League Kicks	31,245	5,281	1,272	37,798
Primary Stars	11,731	65,303	(68,856)	8,178
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	4,811	(6,504)	493	(1,200)
Premier League Inspires	1,266	38,328	(28,783)	10,811
Premier League Kicks Targeted	6,606	12,981	-	19,587
Active Through Football	2,083	22,666	(16,818)	7,931
Change Makers	1,143	-	-	1,143
Holiday Action Fund	41,420	26,536	(8,000)	59,956
Tigers Pathways (ESIF)	(3,815)	32,114	(5,192)	23,107
PAC2	-	16,209	(12,148)	4,061
Premier League Women & Girls	900	-	-	900
Youth Justice	4,757	-	-	4,757
Multiply (Inclusion)	-	4,425	-	4,425
Families LT	-	16,734	(16,641)	93
Hey Mind	-	8,734	(1,911)	6,823
Street Soccer Academy	-	4,001	(756)	3,245
VPP - Stay Onside	-	8,195	(3,428)	4,764
Sutton Ward	-	1,245	(2,390)	(1,145)
CBSL Turing	-	2,511	(2,511)	-
Disability 18+	-	(2,043)	-	(2,043)
HCC Diversionary	-	5,843	-	5,843
Street Games	-	4,174	(417)	3,757
	112,880	266,730	(166,086)	213,524
TOTAL FUNDS	556,892	307,955	-	864,847

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,116,092	(1,094,810)	21,282
Kickstart	17,500	(24,544)	(7,044)
Education - USW and BTEC	59,681	(41,284)	18,397
Tigers Together	22,785	(14,195)	8,590
	1,216,058	(1,174,833)	41,225
Restricted funds			
Premier League	564,785	(559,504)	5,281
Primary Stars	688,552	(623,249)	65,303
NCS	11,219	(17,723)	(6,504)
Premier League Inspires	287,832	(249,504)	38,328
Premier League Kicks		12,981	12,981
Active Through Football	168,502	(145,836)	22,666
Holiday Action Fund	90,531	(63,995)	26,536
Tigers Pathways (ESIF)	141,428	(109,314)	32,114
PAC2	121,481	(105,272)	16,209
Multiply (Inclusion)	5,280	(855)	4,425
Families LT	86,880	(70,147)	16,733
Hey Mind	19,114	(10,380)	8,734
Street Soccer Academy	7,555	(3,554)	4,001
VPP - Stay Onside	34,274	(26,082)	8,192
Sutton Ward	23,903	(22,658)	1,245
CBSL Turing	75,240	(72,729)	2,511
Disability 18+	1,034	(3,077)	(2,043)
HCC Diversionary	5,843	-	5,843
Street Games	4,174	-	4,174
	2,337,627	(2,070,897)	266,730
TOTAL FUNDS	3,553,685	(3,245,730)	307,955

Transfers between funds

The transfers between funds relate to excess income on specific projects which have been delivered, together with an allocation to specific projects which require additional funding.

continued...

17. EMPLOYEE BENEFIT OBLIGATIONS

During the period the charitable company paid £20,203 (2024: £20,367) into defined contribution schemes. The expense and liability are allocated between unrestricted and restricted funds based on employee's time between projects. There was £5,011 outstanding at the period end (2024: £3,890).

18. CONTINGENT LIABILITIES

The company is limited by members' guarantees and therefore has no share capital.

In the case of a winding-up, members have undertaken to contribute to the charity's assets to a maximum of £10 per member. The total number of members as at 31st August 2025 was eight.

19. RELATED PARTY DISCLOSURES

Owing to the nature of the Charity's operations and the composition of the board of trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Charity's normal procurement procedures.

During the year ended 31st August 2025, there were related party transactions relating to key management remuneration (disclosed in note 9) and transactions with the subsidiary company, The Tigers Trust Arena Limited.

At the financial year end, a balance of £12,024 was owed by Hull City AFC and its related entities.

There were also transactions during the financial year with Hull City AFC and its related entities made up of £56,557 in income and £2,163 in expenses. These transactions related to recharges of costs during the year.

Further income was received from Chris O'Neill Consulting Limited, a company in which the trustee Christopher O'Neill is a director of, totalling £250 relating to a golf day donation.

Joseph Clutterbrook, a trustee of the Charity, is employed by Hull City AFC as Head of Communications.

The charity owns the whole of the issued ordinary share capital of The Tigers Trust Arena Limited, a company registered in England. All activities have been consolidated on a line-by-line basis in the Statement of Financial Activities. A summary of the results of the subsidiary is shown below:

	Total 2025	Total 2024
	£	£
Turnover	203,536	196,259
Cost of sales	(26,397)	(19,520)
Gross profit	177,139	176,739
Administrative expenses	180,775	179,113
Finance Costs	1,032	818
Net profit/(loss)	(4,668)	(3,192)
The aggregate of the assets, liabilities and funds was:		
Assets	172,983	170,942
Liabilities	(173,985)	(167,276)
Aggregate called up share capital and reserves	(1,002)	3,666

continued...

20. NET INCOMING RESOURCES OF PARENT CHARITABLE COMPANY

As permitted by Section 408 of the Companies Act 2006, the statement of Financial Activities of the parent charitable company is not presented as part of these financial statements. The parent charitable company's net incoming resources for the year to 31st August 2025 was £90,431 (2024: £225,384)

TIGERS SPORT AND EDUCATION TRUST

England & Wales - Charity number 1092287

Accounts

REGISTERED COMPANY NUMBER: 04320313 (England and Wales)
REGISTERED CHARITY NUMBER: 1092287

Report of the Trustees and

Audited Consolidated Financial Statements for the Year Ended 31 August 2024

for

Tigers Sport and Education Trust

Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Tigers Sport and Education Trust

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for the Year Ended 31 August 2024

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Tigers Sport and Education Trust

Report of the Trustees
for the year ended 31st August 2024

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity for the period 1st September 2023 to 31st August 2024. This includes the directors' report as required by company law. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and Public Benefit

The charity's objects are for the benefit of the public generally and in particular, the inhabitants of East Yorkshire and Humberside and its surrounding areas. The Trustees have considered the Charity Commission's guidance on public benefit and are of the opinion that it is fulfilled by the charity's continued pursuit of the following objectives: -

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health;

- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;

- to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity including (but not restricted to) through the use of the game of football (including its history and rules) and other sports activities as educational tools and, in furtherance of such object, through the provision of facilities at the MKM Stadium (or such other facility occupied by Hull City AFC) for meetings, lectures and classes for the benefit of such persons; and

- 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.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

For more than 30 years, the Tigers Sport and Education Trust has been a recognised provider of Sport and Education across Hull and East Riding of Yorkshire. Governed by a Board of Trustees and funded by the EFL Trust and Premier League and a range of other funders and sponsors. The Trust's priority is to deliver high quality provision to the communities of Hull and East Riding of Yorkshire to support improved health and wellbeing.

The Trust completed it's 3-yearly Premier League Capability Code of Practice (CCOP) audit in June 2022 which focuses on organisational governance and compliance across 15 areas of operation practice. Ther Premier League Charitable Fund (PLCF) review and challenge the self-assessment completed by all Club Community Organisations. Tigers trust was graded "Good" following review and validation of our submission. The annual review of CCOP compliance was undertake and as of July 2024, the Trust was awarded a "Very Good" grading.

Strategy

The Trust is in the 4th year of a 5-year strategy.

Our Vision: Inspired and integrated communities living active, healthy and happy lives.

Our Mission: We dare to inspire, engage, and improve our communities, through sport, active participation, and education. Providing opportunities and removing barriers, supporting and raising aspirations and helping people to lead healthy and happy lives, because we care and because we can.

Our Values:

- Fun – We believe fun should be central to all we do.
- Ambitious – We strive to be the best in everything we do.
- Inspiring – We seek to be positive role models in all we do.
- Respectful – We treat everyone with respect.
- Passionate – We care passionately about our community.
- Inclusive – We seek inclusivity in all we do.

The Trust activities work to achieve some of all of the following **Strategic Objectives**:

1. **Inspiring Communities** - working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision.
2. **Improving Health & Wellbeing** - improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles.
3. **Creating Pathways to Education & Employment Opportunities** - creating the opportunity to raise educational attainment and promote the value of lifelong learning, whilst increasing access to the 'world of work' through promoting opportunities to interact with employers and entrepreneurs.
4. **Connecting and Collaborating with Key Stakeholders** - maximising impact and resources by delivering together for the benefit of the local communities.

5. **Sustainability** - operate a financially sustainable and viable charity, working effectively with our Club, growing income and building strategic partnerships.
6. **Building Capacity** – of our charity through excellent governance, quality management and an effective integrated delivery structure.

A Theory of Change was created to underpin the strategy and clearly show the internal and external outcomes linked to the programmes the Trust delivers and the change we aim to create within the communities of Hull and East Riding.

During the 2023/24 period we have continued to support the community and use the power of the football clubs' badge to reach groups that many others cannot. Whilst the Trust works with all members of the community, there are specific groups that we especially seek to work with, these are:

- Ethnically diverse communities
- Young people, especially those at risk
- Care leavers
- LGBTQIA+ community
- Older Adults
- People with disabilities and health conditions
- Women and Girls

In the last year the Trust:

- Delivered 7,308 community sessions (up 383 from 22/23)
- Reached 47,897 participants (up 2,156 from 22/23)
- Achieved £33m in social value through community engagement (up £1,652,998.12 on 22/23)

All our programmes and projects are designed to ensure the Trust meeting the aims and objectives laid out in the strategy. They create impact across multiple areas.

Our Projects and Programmes	**Strategic Objective (#)**
Active Through Football	1 / 2
Apprenticeships	3 / 6
BSc in Football Coaching (University of South Wales)	1 / 3 / 4 / 6
BTEC Level 1 in Football Coaching (Bishop Burton)	1 / 3 / 4 / 5 / 6
Change Makers (Volunteering)	1 / 2 / 3 / 5 / 6
Detached Youth Work	1 / 2 / 3 / 4 / 5
Exploring Volunteering (Tigers Pathway)	1 / 2 / 3 / 4
Families Learning Together	1 / 2 / 3 / 4
Football Centres (weekend and holidays)	1 / 2 / 5
Forever Tigers: Heritage Project	1 / 2
Holiday Activity and Food (HAF)	1 / 2 / 4
Hull Fair Schools	1 / 3
Inclusive Kicks (disability sports)	1 / 2
Match Day support (experience, match-day crew)	3 / 4 / 5
Multiply (Adult maths skills programme)	1 / 3
Peer Action Collective	1 / 3 / 4
Premier League Kicks	1 / 2 / 3

Primary School Programmes	1 / 2 / 3 / 5
Secondary School Programmes	1 /2 / 3 / 5
Senior Tigers	4 / 5
Turing	1 / 3 / 5
Waiting Well	2 / 4
Walking Football	1 / 2

Inspiring Communities:
Working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision.

- 840 young people with over 4,500 attendances at holiday football camps.
- 3,019 young people making 17,400 appearances at Premier League Kicks sessions.
- 70.1% of eligible participants report participating more often in competitive sport and physical activity.
- 46 Young People leading our Peer Action Research programme and taking opportunities to bring their findings and recommendations to senior leaders from key stakeholders across Hull to create positive change for all young people.
- 75.9% of eligible participants reporting improved personal relationships and 81.3% reporting improved positive attitudes towards others.
- £16.8m social value generated towards community and social outcomes.

Case study: Charlie's Story
Charlie is a Year 9 student at Holderness Academy. She was selected to take part in the project due to the school wanting her to gain some extra accreditation for the efforts she regularly shows across school but also to support the development of wider skills such as resilience and teamwork. Charlie approached Sports leaders with energy and enthusiasm.

She quickly showed she had many ideas for her sessions and shared them with confidence with her group. She was always happy to take a lead on delivery and showed great resilience when some other members of her group were less interested in improving and adapting to situations. This did cause Charlie some frustration though and could often leave her feeling that her thoughts weren't valued and slightly undermined the confidence she was building. However, over time and working closely with Charlie in support of validating ideas and giving her methods to approach the group in a constructive way, she was able to stand her ground and re explained her ideas coherently which the other girls often responded positively to. Charlie worked well with her group to deliver to the primary children and developed her problem-solving skills effectively. Her leadership skills developed very well when encouraged to listen to her peers more and sometimes take on board their suggestions and act on these in acknowledging that her own ideas weren't necessarily always the most ideal for the situation.

Charlie's involvement with the project has provided her with greater confidence and skills particularly around sports leadership which has helped her in attending after school rounders club with Tigers Trust in which Charlie took an active role in support of running as a school volunteer. Due to the impact

the engagement with Sports Leaders had for Charlie, from Easter through to May half term, school selected her to take part in the VEX robotics competition that had been put together through clubs in the Northeast working with the Reece Foundation. This was the first time that Ellis engaged with Charlie.

From the outset it was clear the effect that sports leaders had on Charlie's confidence and ability to manage others in the group but also take on feedback in a constructive way even when challenging her ideas. She was able to use this in a positive way to rethink ideas and implement them in alternative ways. At the finals in Sunderland, Charlie communicated not just with her own teammates but also with wider schools through the different elements of the competition which encourage teamwork. It was great to see Charlie implement her ability to listen to others, suggest solutions and show effective support and motivation of her teammates during the day with her team being joint winners of the team award for driving skills. Even at this point in delivery, Ellis was unaware of her prior engagement and the difficulties that she sometimes encountered in school so it was surprising when her pastoral leader commented on her wider engagement across school.

Charlie's Year 9 Pastoral lead said: *"Within school Charlie often has breakdowns and is in the corridor in tears. This can be through lack of confidence or that her peers don't sometimes listen to her. What she's done on the project has stood her in so much better stead for her next steps. I'm sorry to lose her to RDUTC but I know she's better placed to go there now and do well."*

Even on the drive back to Hull her conversation and engagement with her peers on the bus showed an improved sense of confidence and ability to interact with others and show self-belief. Charlie is moving schools in September to a technology college that only intakes from Year 10 and she feels like the opportunities she has had with Tigers Trust will support her in this transition in making new friendships and achieving positive outcomes in Year 10 & 11.

"I'm looking forward to going to RDUTC next year as I think it offers me lots of opportunities, but I have really enjoyed the things I've done with Sue and Ellis with the Tigers Trust. I've now done the sports leaders course and the robotics and think it's helped me be better as a leader and listening to others points of view. I'd love to do something like this again."

Improving Health & Wellbeing:
Improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles.

- 58 participants with over 1890 attendances at walking football.
- 80% of eligible participants reported improved mental health through accessing Trust activities.
- 82.2% of eligible participants reported improved confidence and/or self-esteem through accessing Trust activities.
- £2.7m of social value relating to physical health outcomes and £10.1m social value relating to mental health and wellbeing outcomes.

Case Study: Emily
At the Tigers Trust, we work alongside Riverside Community School to provide PE provision for the children for the academic year. Most of our provision is PE based delivery, working with different

classes, age groups and abilities. However, there has been a child in particular, Emily Atkin, in Mrs France's class (JF) who we have seen excel in our sessions as the year has gone on.

When we first started working with Emily in JF class in September 2023, she was enthusiastic about sport, especially football. However, Emily was diagnosed with Batten's Disease in January 2022, and she was struggling physically. Batten Disease is a rare neurodegenerative disorder that causes blindness, epilepsy, difficulties sleeping, decline of speech, language and swallowing, and deterioration of fine and gross motor skills. Since September, she has struggled with movement, as well as going from partially sighted to blind, and her speech deteriorating.

We wanted to help the school staff and offer further support for Emily. We work with her each week to provide extra support and work with her individually to cater for her needs moving forwards. This helped Emily as she started to build a great relationship with us, and we gained her trust along the way. We developed our sessions by incorporating equipment that made sounds, including the use of a football or ball with bells in them. This enabled Emily to develop her kicking and control with the football, as well as enhance her throwing and catching skills. When it came to our lunchtime football club, we used the football with the bell for our matches. This was used by everyone taking part and this gave Emily more confidence to engage with others. As a result of this, Emily has also achieved the 'Star of the Week' award several times throughout the year, clearly demonstrating the Premier League Primary Stars values of 'Being Inspiring' and always 'Being Ambitious'.

When Emily was asked about how she felt having Tigers Trust in his lessons with her, she said: "*Thank you for everything the Tigers Trust has done for me.*"

With Emily's condition deteriorating, we started to make sessions even more inclusive and give her similar challenges to other children within the group, with support from her teaching assistant. No matter what challenge we have given Emily, she has always tried her best and has done this with a smile on her face. This has been amazing to see, and we have been so impressed with her passion for sport.

Emily's teacher, Mrs France, has been really impressed with her achievements this year, this is what she said: *"Emily has really enjoyed the opportunity of joining in with the Tigers Trust sessions with her peers this year. The steady pace of these lessons has meant that Emily has time to practice her skills meaning that she has made great progression with her basic ball skills, In addition Emily also attends the weekly football club at lunchtime where her self-esteem has been boosted by the number of goals she has scored each week!"*

Premier League Primary Stars PE Officer Marc Daddy also commented on Emily's progress: *"Emily is so engaged with our programme and is such a bright, bubbly person to be around with such a great personality. Since we have started delivering the PE sessions it was clear to see Emily has such a passion for sport and she got so involved with everything we had to offer. Emily's core skills have developed because of this, such as using different parts of her body, following instructions and when it has come to the football, using her football skills to further develop."*

On Saturday 27th April 2024, Emily got the amazing opportunity to be a mascot for Hull City vs Ipswich Town. After a mini tour of the MKM Stadium, Emily got to meet all of the players as well as Head Coach at the time, Liam Rosenior. All of whom were lovely and signed Emily's autograph book as well as getting photos with her. Emily also got to have a kick around on the pitch before proudly leading the team alongside Hull City Defender Jacob Greaves to a packed out MKM Stadium crowd. Jacob wore ear defenders in support of Emily to put her at ease and both teams walked out of the tunnel at Emily's pace.

At the Tigers Trust, inclusion is at the heart of all we do; and this was a special moment for all!

Emily's Dad, Ricky, shared this amazing experience with her daughter, and had this to say: *"What an unbelievable experience it was for Emily to be a mascot for Hull City. Emily was made to feel like royalty not only by all the members of the Tigers Trust but also by the players of Hull City. Emily loves football and this experience has just reinforced why she admires the sport so much. Emily's world is filled with constant daily battles and football is one of her happy places that she can escape the reality of her condition and just enjoy watching (in her case listening) and playing her favourite sport. The Tigers Trust and Hull City are now firm favourites in her world of football and will forever be one of the best things to happen to her. Being a mascot has given not only Emily but her Dad, mum and older brother memories that will last a lifetime."*

We are so proud of Emily! Her determination is inspiring, and it is an honour to work with her!

Creating Pathways to Education & Employment Opportunities:
Creating the opportunity to raise educational attainment and promote the value of lifelong learning, whilst increasing access to the 'world of work' through promoting opportunities to interact with employers and entrepreneurs.

- 7,738 students with over 226,700 attendances through our primary, secondary and higher education programmes.
- 111 people aged 16+ who were economically inactive before joining our Tigers Pathways, exploring volunteering programme.
- 80.5% of eligible participants feeling more inspired and engaged in educational settings.
- 72.1% of eligible participants making progress into employment, education or training.
- 80.6% of eligible participants with improved attainment at school.
- £3.32m of social value relating to education, training, and employment through Trust programmes.

Case Study: George – Premier League Kicks, Tigers Pathways and Community Champions
George first came to the Tigers Trust when he attended our Care to Dream sessions where George attended with his friends and presented as a shy but polite young man who loved to play football, ensuring he gave 100% at every session.
However, George had previous experience of youth violence, involvement in criminal behaviour, the abuse of alcohol and cannabis, and would often struggle to regulate his emotions which were displayed in outbursts of anger both in provision but also in the local community.

George was signposted by staff into the Trust's wellbeing programme Tigers Together, which is a provision to support people improve their well-being through football. George became a valued member at all sessions and wanted to progress off the field, leading him to engage in our employability programme Tigers Pathways. Pathways is a 6-week development programme looking to support people into employment through workshops, focusing improving CV's, cover letters and job applications. This programme also focuses on mindset to try and encourage people to make a positive change to their lives. This starts in our activities such as bouldering, footgolf and wellbeing walks where the projects encourages participants to push themselves out of their comfort zone and develop their skills. George threw himself into the sessions and quickly became engrossed in his self-development.

Being on time and polite was the minimum George would give when attending the sessions, which meant he was always there ready to learn with a positive attitude, setting a good example to others on the programme. Throughout Tigers Pathways George worked hard on his CV and cover letter and began to apply for jobs in the local area. After some setbacks with job applications George showed great resilience, a new can-do attitude to not let these setbacks keep him down and signed himself up for another course focused on mindset and self-development called Street Soccer Academy. Street Soccer Academy is a new 10-week programme at the Trust, using football as a tool to inspire and develop participants both on and off the pitch. Using skills learned in our sessions people begin to believe in themselves and this is exactly what George continued to do. He completed the 10 weeks covering topics such as Mindfulness, Mental health, positive mindset, goal setting, resilience and more.

George realised he couldn't change the past and his previous experiences, but he could use these in a positive way by supporting others and signed up for The FA's Introduction to Coaching Football. As well as studying the course which included Safeguarding and Emergency First Aid, George began his journey the Tigers Trust as a 'Community Champion' supporting the developments in the Tigers Trust car park weeding and planting flowers to make the area a more welcoming place to visit.

After a year of working hard on himself George finally felt in a position to apply for a job working as a casual member of staff delivering within the Social Inclusion strand of Tigers Trust delivery and was successful at interview stage. George will use his experience and relatability to become an asset to the Social Inclusion team. Further to this, George supported staff on the next cohort of Street Soccer Academy, a programme he benefitted from previously sharing his previous experiences of the programmes he had engaged with at Tigers Trust but also how individuals are able to make positive changes to their lives.

He was a credible case study and inspired others to make positive changes throughout. George captained the side at a tournament held at Leicester City training ground where he led by example showing his leadership skills and supporting with participants confidence. George had started attending the Stay Onside sessions from day one and through his previous experiences and the commitment he has shown on other programmes was given a Community Champion role within sessions. This would involve him supporting staff on sessions with things such as organising teams, checking in with participants and also helping to defuse heated situations by speaking to participants

about his previous self-recognised issues with his anger and how this had led him down a path of criminal activity.

Connecting and Collaborating with Key Stakeholders
Maximising impact and resources by delivering together for the benefit of the local communities.

Working with 193 partners across the 12-month period:

- 74 education partners
- 46 community voluntary sector partners
- 16 health, including public health
- 13 criminal justice sector partners

This year has seen increased collaboration with a range of organisations from across the voluntary and community sector and public sector, which has mobilised new work to support the more vulnerable in our communities, such as Exploring Volunteering and Families Learning Together. These programmes have enabled the Trust to work in partnership with a new funding partner, Humber Learning Consortium to deliver programmes in collaboration with Hull KR Foundation and Hull FC Foundation to increase opportunities into employment and education and also improve physical activity levels and opportunities for families and those who face additional barriers. Additionally, the Trust have piloted a new project to increase confidence and skills in using Maths in everyday situations, delivering the 'Multiply' programme to adults in Hull.

The Trust has strengthened its position as a key provider of services and activities to support improved health and well-being in order to create active, healthy and happy communities who are engaged in learning, training and employment; aligned with the Trust's Vision, Mission and strategic objectives.

The CEO has continued to strengthen links with strategic partners, collaborators, funders and potential funders, during the period and is a member of numerous networks, Boards and forums EG. EFL Trust Advisory Group, HEY LEP Board as VCS representative and Shared Prosperity Fund Partnership Board.

The Active Through Football Consortium illustrates the ability of the Trust to work collaboratively and take a lead in its area of expertise for the greater good of our local communities. The CEO and Executive Team recognise this collaborative model of working is becoming increasingly relevant and important to secure sustainable future activities and diversify income streams to mitigate risk in the challenging funding landscape.

Sustainability
Operate a financially sustainable and viable charity, working effectively with our Club, growing income and building strategic partnerships.

- Generated £1.792m of income and funding for community investment (an increase of £360,633 on the previous year).
- £179K of investment from local government and £96K from central government contracts.

- £243K of income from educational establishments buying into our primary and secondary school offers.
- Our success delivering BSc in Football Coaching, has led to a new partnership which will start in 24/25 with local college Bishop Burton to offer the BTEC Level 1. Running this course is required to evidence our ability to deliver BTEC courses and, if executed well, will open up future opportunities to establish a Level 2 and Level 3 BTEC offer in partnership with League Football Education in 25/26.

During early 2023 the Trust undertook a Strategic Review to help shape future direction. Key recommendations from this review were focused on the following 5 headline areas for the Trust to work on to support continual improvement:

1. Succession Planning and Leadership
2. Harness the potential of the Club/CCO relationship
3. Board and Governance
4. Staff Retention and Associated Challenges
5. Funding and Income Generation

Operationally, the key priorities for the organisation have been to continue to deliver services to those in need across our communities, maximising impact and reach to improve the lives of those we support.

The challenges relating to the Arena have continued. As reported in 2022, the Club ownership changed and the direct financial support which had been agreed to help through the pandemic period for the Arena ceased. However, the new ownership continues to be supportive of the Trust and is providing financial support in relation to the increased energy costs of the Arena and continue to provide free tickets for our participants for designated games, and other 'in kind' support including use of one of the tables in hospitality for each home game, which the Trust uses to engage with a variety of partners and participants. In addition to the Club representative joining the Board of Trustees, the Trust continue to value close working relationships with the Club and opportunities to work together. During 2023, the Club and Academy have now joined the Trust Led EDI Steering Group, ensuring a club wide approach to all matters relating to equality, diversity and inclusion.

The Trust continues to turn business away as it is unable to offer safe and quality outside pitches. The CEO continues to be involved in the discussions relating to the potential development of the wider site, including the MKM Stadium and we remain hopeful that 2024 will bring clarity on proposals for this development. In the meantime, the Arena has increased footfall through expanding the 'party' offer, delivering the Trust Football Centres and Saturday morning offer, holiday activity and linking with schools and various tournaments; the Hull City Academy continue to use the Arena as part of their operational space.

The plans to secure Football Foundation Grants to improve the Arena facilities and make them more commercially viable have continued to be disrupted beyond the pandemic, with the change of ownership and new plans at the Club. The CEO continues to engage and work with key partners to develop these opportunities and is now part of the wider discussions with the Club in relation to their updated development plans for the MKM Stadium and West Park footprint.

Building Capacity – of our charity through excellent governance, quality management and an effective integrated delivery structure.

- Increase in Trust staff with 35 full-time, one part time and 26 casual hourly paid staff.
- The Trust engaged and utilised 64 regular and occasional volunteers during 23/24, with 54 of these being previous or current participants in community projects and other activities.
- 8 members of staff undertaking apprenticeship qualifications in 23/24. Including providing our first non-football coaching apprenticeship, in marketing and communication.

Staffing the Arena remains a challenge, with one of the Arena Duty Managers leaving the organisation during this period. However, the flexibility of senior leaders has seen all of them stepping up to enable the continual safe running of the facility. This is something which although appropriate for this moment in time, needs to be reviewed moving forwards.

Key senior roles including the programmes manager and marketing manager have left the organisation and the decision has been made to leave these vacant whilst a new CEO is recruited. To align with the wider CCO network, the CEO role will become a Director of Community.

The Director of Community recruitment process will take longer than anticipated, due to the first round of recruitment not identifying a candidate to match the requirements of the Trust. Therefore, to ensure stability for the organisation during a period of significant change, the decision has been made to establish the Senior Leadership Team ahead of the new CEO starting. Internal recruitment opened at the end of the 23/24 financial year for three roles across Education, Business and Community Engagement.

In conclusion, the achievements of the Trust during the last 12-months across all six of the strategic objective areas all work together to positively move the Trust to achieving its charitable mission. It remains vitally important that alongside returning detailed and timely reports to our partners and funders that we tell the story of the Tigers Trust's work across Hull and East Riding. This is done through case studies and new stories shared through our social media platforms including LinkedIn. These are often amplified by Hull City football club, the English Football League in the Community and Premier League Charitable Fund.

FINANCIAL REVIEW

Financial position

The Trust is currently working to ensure it has the necessary reserves in place to fulfil the commitments of the reserves policy. Two significant donations of £100,000 each have been set against identified programmes and unrestricted reserves to bring us closer to covering 6-months work of operating costs.

We saw some unexpected, restricted income including

- £20K from Kellogg's, as part of a national partnership brokered by the English Football League in the Community.
- £55K from the Premier League Fans Fund to establish Forever Tigers, a heritage project that is also making aesthetic improvements to the Arena.
- £157K from Hull City Council's UK Shared Prosperity Fund which established the Exploring Volunteering and Families Together projects. If successful, these could lead to contract extensions.

Additionally the paid for football provision on evenings, weekends and school holidays has seen an increased profit od unrestricted funds.

The Arena increased its pitch hire during 23/24 compared to previous years.

The group generated restricted income of £1,152,024 (2023 £944,472), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £1,030,102 (2023 £860,252). The restricted grants and their associated expenses are shown as restricted funds in the statement of financial activities.

The group generated unrestricted income of £697,479 (2023 £504,564), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £597,209 (2023 £532,062).

The net movement in funds for the period amounted to a surplus of £222,192 (2023 £56,722 surplus).

The group held fund balances at 31st August 2024 of £162,351 (2023 £112,880) of surplus restricted funds and £616,713 (2023 £444,012) of unrestricted funds.

As reported in 2023, the loss of the EFL Trust NCS contract meant a large source of unrestricted funds were lost.

The Trust continues to align closely with the Club, funders and stakeholders to effectively manage moving forward. Importantly the work of the Trust to seek and secure future income from strategic relationships has started to impact, such as Forever Tigers, Turing, Peer Action Collective, Multiply, Families Learning Together and Exploring Volunteering. The Trust continued to review resources throughout the period, reviewing and consolidating staffing and resources appropriately throughout.

Reserves policy

The trustees review the reserve levels of the charitable group and company annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The activities that the charitable group undertakes on a day-to-day basis are funded from both its restricted reserves that were provided for specific purposes and its unrestricted reserves for all other activities.

The Trustee Board have assessed the financial obligations of the charity and have determined that the level of unrestricted and non-designated reserves required by the charity equates to six months' expenditure. These reserves should not be held in fixed assets.

During the year to 31 August 2024, six months expenditure equated to £651,042. This amount is inclusive of the following:

- The operational running costs of the foundation inclusive of facility hire and delivery costs
- Remuneration of Foundation Staff.

The trustees need to ensure that the charitable group has sufficient working capital to cover delays between receipt of grants and spending. At 31st August 2024 the group had a surplus in unrestricted funds of £616,733 (2023 £444,012) of which £43,252 (2023: £52,844) is tied up in tangible fixed assets. The group also has a surplus in restricted funds of £162,351 (2023: £122,880). Total reserves less tangible fixed assets at the period end totalled £735,832.

Taking into account the nature of the group's income streams the trustees are of the view that reserves at these levels are sufficient to cover its working capital needs. Moving forward the Trust has prioritised the strategy to increase of unrestricted reserves through non-programme funded income, such as building the educational activities, football centres and private bookings.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Future Plans

Area	Short Term (12 months)	Long Term (1-5 years)
Financial	• Grow unrestricted reserves • Develop a commercial and corporate offer	• Diversify income streams, with a focus on maximising existing assets • Improve internal processes the underpin income generation
Strategic	• Review impact of the 2022-2025 strategy and begin developing the new strategy • Review the Trust operations and structure to ensure we remain relevant and enable business growth • Appraise facility development options to set a future course • Undertake a stakeholder mapping exercise to identify key partners to build relationships with	• Publish and deliver a new Tigers Trust strategy. • Develop a communication strategy particularly with a B:B focus • Apply a targeted approach to stakeholder management • Develop and action a fundraising strategy • Develop and begin delivery of a fully costed facility development and improvement plan
Operational	• Recruit a new CEO • Recruit the Senior Leadership Team • Maintain compliance with the CCOP • Provide training and support to staff entering new roles • Succession plan for the Finance Manager role • Improve ways of working to streamline HR, IT and Reporting	• Enhance the business directorate with increased marketing and fundraising capacity • Begin the agreed succession plan for the Finance Manager
Programmes	• Grow the education offer particularly for Post 16 and alternative provision • Improve the Monitoring and Evaluation practices • Connect to the Sport England Place-Based investment opportunity • Maintain our current programme levels where possible (somewhat dictated by funding availability)	• Strengthen and grow our community engagement work particularly our areas of expertise (Youth Work and Employability) • Based on the new strategy develop pilot programmes in new areas of business

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tigers Sport and Education Trust, company number 04320313, is constituted under its Memorandum and Articles of Association dated 9 November 2001 and is a registered charity, number 1092287. The principal address of the charity is the same as its registered office. The charitable company is limited by guarantee. Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member. The current number of members is four.

When required, current trustees appoint new trustees by majority vote. New trustees are required when one of two things occurs:

1. An existing trustee has reached the limit on their concurrent terms with the Trust and the Board will drop below minimums as outlined in the Capability Code of Practice (CCOP) the Premier League and English Football League governing document for officially recognised football club affiliated football charitable companies.
2. A skills gap is identified. In addition to skills lost when trustees step down, this may occur as part of assessing skills held to strategic direction of the charity.

Recruitment of new trustees is done through a formal recruitment process that adheres to our recruitment policy. The key steps in the recruitment process are:

- Identification of the vacancy
- Preparation of a job description and person specification
- Advertisement of the vacancy (internally and/or externally)
- Invitation of applications and the dealing with speculative applications
- Shortlisting and interview
- Making of an offer of employment (and, where necessary, withdrawing the offer)

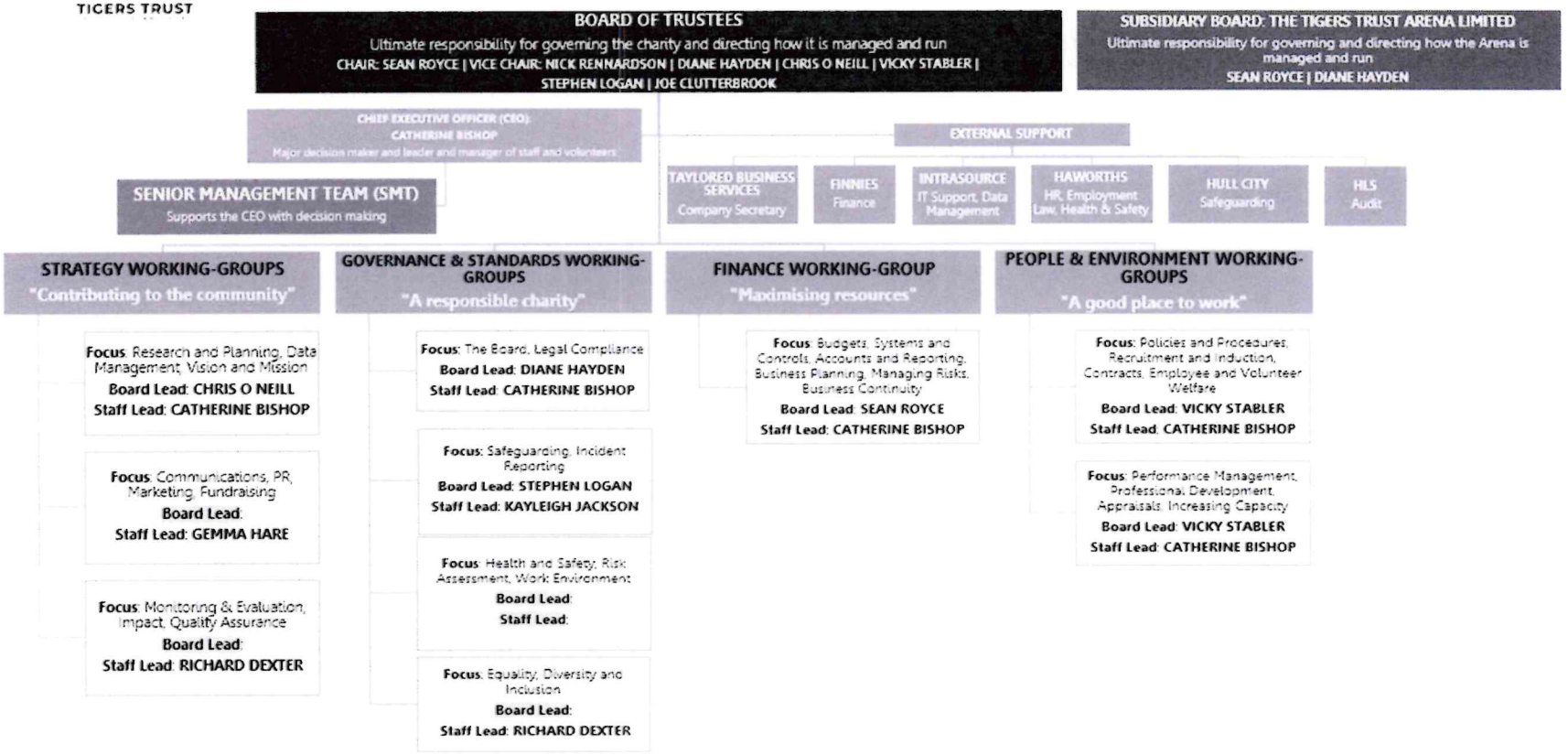
New trustees are required to complete a DBS check and are briefed of their duties and responsibilities as a trustee of the charity. This will take place with the Chair and the CEO and talks through the current and future plans of the charity, organisational structure, and executive groups. Outlining responsibilities and terms of reference to ensure the trustee is informed before joining any sub-committees or ExCo groups. The governance and working group structure is laid-out on the next page.

The Board of Trustees meets quarterly to discuss the performance of the charity. Working groups meet at least twice a year as outlined in the terms of reference for that group.

The day-to-day management of the company was delegated to Catherine Bishop, Chief Executive Officer. A fortnightly Senior Management Team (SMT) meeting brings together programme and project leads to discuss operational business.

GOVERNANCE AND WORKING GROUP STRUCTURE

TIGERS TRUST



GOVERNANCE AND MANAGEMENT STRUCTURE - This structure is an open and inclusive method of ensuring best practice across the organisation, it gives staff and volunteers an opportunity to influence policies and procedures and identify where investment is needed e.g. in infrastructure and/or resources. The main aim is to attain the standards set-out in the Premier League Charitable Fund and English Football League Trust 2 – Capability Code of Practice.
Working-Groups undertake key tasks within a set timescale and report to either the SMT and/or the Board for approval. Each group has a Board Lead for advice and guidance only. Staff/Volunteer Leads are responsible for the completion of tasks. Sub-Group leaders directly access external support, as required. (see above companies/Club). Each Working Group has an approved Terms of Reference in line with charity Articles.
EXCO 1, 2, 3 - to progress the recommendations and workstreams identified in the 2023 Strategic Review. Compliment and align to the working groups

UPDATED Organisational Structure 2023 APPROVED BY BOARD OCTOBER 2023

Relationships between charity and related parties

The charitable company operates by receiving its main funding from the Premier League Charitable Fund and English Football League Charitable Trust. In 2016, the charitable company set up a wholly owned trading subsidiary, The Tigers Trust Arena Limited. The purpose of the subsidiary is to undertake the management of the Arena. Details of the financial performance of the subsidiary are included in the notes to the financial statements.

Tigers Sport and Education Trust is the affiliated charity to Hull City as identified by the football club, Premier League Charitable Fund and English Football League Charitable Trust. Although the Trust is governed and financially independent of Hull City, the club supports the foundation in many ways, as outlined in the service level agreement between the two entities, this includes match tickets, discounted season tickets and merchandise for staff and access to players to support events and programmes. The trust provide staff and facility space to the club as part of match days, this includes co-ordinating match ball assistants, safeguarding expertise and co-ordinating volunteers.

The Truste leases the Arena from Hull City, with Superstadium Management Company (SMC) as the facilities manager for the stadium able to provide low level facility management support to the Trust e.g. replacing lighting, or repairing broken toilets.

Key management remuneration

The trustees consider the board of trustees and the Chief Executive Officer as comprising the key management personnel of the charity. No trustee was remunerated during the year and details of trustee expenses and related party transactions are disclosed in the notes to the accounts. The pay of the Chief Executive Officer is reviewed annually and is bench-marked with charities of a similar size and activity.

Risk management

The Board of Trustees acknowledges its responsibility to identify, assess and manage risks, in particular those relating to operations, safeguarding, and finances. The trustees examine the major risks that the charity faces each year and have developed systems to monitor and control these risks to mitigate any impact that they may have on the charity in the future. The Risk Register has been regularly updated over this period and is taken to the Board twice a year for discussion and review.

Financial controls

The Board retains oversight of the financial performance of the charity through quarterly board meetings and the financial sub-committee. Monitoring is designed to provide assurances against material loss and this includes setting approving the annual budget, regular review of financial performance throughout the year, and identification and management of risk.

Safeguarding

The main non-financial risk to the charity arises from working with young people and vulnerable adults. In line with recent legal changes and updated CCOP (Capability Code of Practice) process, the Trust has undertaken a comprehensive review of Safeguarding Policy and Procedures to ensure they support safe practice to mitigate this risk, which has also involved a closer alignment to the Safeguarding lead at Hull City Tigers. They continue to liaise closely with the Tigers Trust 'safeguarding lead'.

Operations

The main operational risks are attached to the Arena. The building is over 20 years old and faces continued challenges to remain compliant with health and safety regulations. In the past the football club have stepped in to share the costs for structural maintenance, however this is not a contractual commitment. The Trustees will need to establish a viable plan for future repairs and maintenance.

At the end of the 2023/24 financial year the main risks identified by the Trust are:

- The pending vacant CEO role and transition to a new Director of Community.
- Other business critical roles currently vacant including Marketing Manager, or requiring succession planning (Finance Manager).
- Continuing inflationary pressures on costs particularly to running facility including utility bills, but also on transport costs.
- Shrinking fundraising landscape making it harder to source new funds. We will need to seek new fundraising approaches and maximise the trusts assets more effectively.

Reference and Administrative Details

Registered Company Number
04320313 (England and Wales)

Registered Charity Number
1092287

Registered Office
Tigers Trust Arena
Walton Street
Hull
East Yorkshire
HU3 6GA

Trustees
Mr S M Royce- Chairman, Board of Trustees
Mr N J Rennardson- Vice Chair, Board of Trustees
Mrs D Hayden- Solicitor
Mr S T Logan- Director
Mr C M O'Neill- Director
Mr J Clutterbrook- Director
Miss V Stabler- Director

Company Secretary
Taylored Business Secretaries Limited

Auditors
Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Bankers
Lloyds Bank PLC
Silver Street
Hull
HU1 1HX

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity SORP;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking responsible 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 thought ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

The auditors, Harris Lacy and Swain, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors on 23/05/2025 and signed on its behalf by:

S M Royce - Chairman (Trustee)

Opinion
We have audited the financial statements of Tigers Sport and Education Trust (the 'charitable company') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

Audit response to risks identified
- the nature of the industry and sector, control environment and business performance including key drivers for directors' remuneration, bonus levels and performance targets
- results of our enquiries of management and their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the companies' documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team including regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to revenue deferrals. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, UK Corporate Governance Code and local tax legislation.
In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

Audit response to risks identified

Our procedures to respond to risks identified included the following:
- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance
- obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of tax provisions; and

- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or noncompliance with laws and regulations throughout the audit.

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

Use of our report

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

Richard D Lacey (Senior Statutory Auditor)
for and on behalf of Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Date: 27/5/25

Tigers Sport and Education Trust

Consolidated Statement of Financial Activities for the Year Ended 31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	121,265	-	121,265	18,153
Charitable activities	4				
Health and Wellbeing		6,290	65,459	71,749	77,072
Education and Employment		17,500	663,098	680,598	593,691
Community and Inclusion		177,090	421,797	598,887	451,640
Core and Other		143,203	-	143,203	107,131
Investment income	3	4,692	-	4,692	1,356
Other income		17,445	1,670	19,115	21,911
Income from commercial operations		134,369		134,369	178,082
Total		621,854	1,152,024	1,773,878	1,449,036
EXPENDITURE ON					
Charitable activities	5				
Health and Wellbeing		22,096	47,094	69,190	57,687
Education and Employment		24,543	591,922	616,465	536,576
Community and Inclusion		146,924	391,086	538,010	425,640
Core and Other		156,655	-	156,655	203,543
Expenditure from commercial operations		171,366		171,366	168,868
Total		521,584	1,030,102	1,551,686	1,392,314
NET INCOME		100,270	121,922	222,192	56,722
Transfers between funds	16	72,451	(72,451)	-	-
Net movement in funds		172,721	49,471	222,192	56,722
RECONCILIATION OF FUNDS					
Total funds brought forward		444,012	112,880	556,892	500,170
TOTAL FUNDS CARRIED FORWARD		616,733	162,351	779,084	556,892

The notes form part of these financial statements

Consolidated Balance Sheet
31 August 2024

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible assets	12	**43,252**	52,844
Investments	13	**-**	-
		43,252	52,844
CURRENT ASSETS			
Debtors	14	**110,678**	51,109
Cash at bank and in hand		**927,275**	746,222
		1,037,953	797,331
CREDITORS			
Amounts falling due within one year	15	**(302,121)**	(293,283)
NET CURRENT ASSETS		**735,832**	504,048
TOTAL ASSETS LESS CURRENT LIABILITIES		**779,084**	556,892
CREDITORS			
Amounts falling due after more than one year		**-**	-
NET ASSETS/(LIABILITIES)		**779,084**	556,892
FUNDS	16		
Unrestricted funds		**616,733**	444,012
Restricted funds		**162,351**	112,880
TOTAL FUNDS		**779,084**	556,892

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

The financial statements were approved by the Board of Trustees and authorised for issue on 23/05/2025 and were signed on its behalf by:

.....
Mr S M Royse - Trustee

The notes form part of these financial statements

Charity Balance Sheet
31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	12	24,933	-	24,933	31,733
Investments	13	100	-	100	100
		25,033	-	25,033	31,833
CURRENT ASSETS					
Debtors	14	224,246	-	224,246	136,373
Cash at bank and in hand		632,560	162,358	794,918	636,022
		856,806	162,358	1,019,164	772,395
CREDITORS					
Amounts falling due within one year	15	(268,678)	-	(268,678)	(254,093)
NET CURRENT ASSETS		588,128	162,358	750,486	518,302
TOTAL ASSETS LESS CURRENT LIABILITIES		613,161	162,358	775,519	550,135
NET ASSETS		613,161	162,358	775,519	550,135
FUNDS	16				
Unrestricted funds				613,161	437,248
Restricted funds				162,358	112,887
TOTAL FUNDS				775,519	550,135

The financial statements were approved by the Board of Trustees and authorised for issue on .....23/05/2025..... and were signed on its behalf by:

.....
Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Cash Flow Statement for the Year Ended 31 August 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	176,361	150,714
Net cash provided by operating activities		176,361	150,714
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(34,592)
Interest received		4,692	1,356
Net cash provided by/(used in) investing activities		4,692	(33,236)
Change in cash and cash equivalents in the reporting period		181,053	117,478
Cash and cash equivalents at the beginning of the reporting period		746,222	628,744
Cash and cash equivalents at the end of the reporting period		927,275	746,222

The notes form part of these financial statements

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

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	222,192	56,722
Adjustments for:		
Depreciation charges	9,592	5,090
Interest received	(4,692)	(1,356)
Intercompany transactions	-	-
(Increase)/decrease in debtors	(59,569)	113,591
Increase/(decrease) in creditors	8,838	(23,333)
Net cash provided by operations	176,361	150,714

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.23 £	Cash flow £	At 31.8.24 £
Net cash			
Cash at bank and in hand	746,222	181,053	927,275
	746,222	181,053	927,275
Total	746,222	181,053	927,275

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated. The charitable company adopted FRS 102 in the current year and an explanation of how transition to FRS 102 has affected the reported financial position and performance is given in the notes.

Monetary amounts in these financial statements are rounded to the nearest whole £1. The financial statements are presented in sterling which is also the functional currency of the company.

Going concern
The trustees assess whether the use of the going concern concept is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently they continue to adopt the going concern basis in preparing the annual financial statements.

Critical accounting judgements and key sources of estimation uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the Trustees' best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The Trustees do not consider there to be any material estimates and judgements.

Income
Income received for services provided is accounted for on an accruals basis.

Cash donations, gifts and legacies are included in full in the income and expenditure account as they are received. Any significant non-cash donations are included in the income and expenditure account at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Grants and other funding of a revenue nature are deferred and released to the income and expenditure account over the period to which they relate.

Bank interest is included in the income and expenditure account on an accruals basis.

Expenditure
Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable activities expenditure comprises those costs incurred in the delivery of the company's activities. It includes both costs that can be attached directly to such activities and those costs of an indirect nature necessary to support them. Indirect support costs are apportioned on a consistent basis.

continued...

1. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Support costs have been allocated between management and staff, finance, human resources, property rent and repairs, other office costs and governance costs.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Support costs have been apportioned based on individual grants awarded compared to overall grants awarded. The allocation of support costs is analysed in the notes to the financial statements.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 2% - 50% straight line
Motor vehicles	- 25% on cost

Expenditure of a capital nature is capitalised when the expended amount per item is over £200.

Taxation
The company is a U.K. registered charity and is considered to pass the tests set out in Paragraph 1, Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income and gains are applied exclusively to charitable purposes charity.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

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 the Statement of Financial Activities.

Fixed asset investments
Fixed asset investments within the Charity are valued at par.

continued...

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	121,265	18,153

In 2024, £121,265 of the total donations income was attributable to unrestricted income funds (2023: £18,153) with the remaining balance of £nil (2023: £nil) adding to restricted funds.

3. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	4,692	1,356

4. INCOME FROM CHARITABLE ACTIVITIES

	Health and Wellbeing	Education and Employment	Community and Inclusion
	£	£	£
Charitable activities	13,661	393,912	220,419
Grants	58,088	286,686	378,468
	71,749	680,598	598,887

	Core and Other	2024 Total activities	2023 Total activities
	£	£	£
Charitable activities	45,387	673,379	355,103
Grants	97,816	821,058	874,431
	143,203	1,494,437	1,229,534

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Premier League Kicks	258,317	247,616
Premier League Primary Stars / School Sport	150,000	150,000
NCS	11,219	85,841
Other Grants	107,816	35,572
Premier League Inspires	75,000	75,000
Premier League Kicks Targeted	-	23,147
Premier League Core Funding	-	54,500
Tigers Together	2,000	7,355
Tigers Team Mates	-	7,000
Holiday Action Fund	40,000	38,042
Active Through Football	89,534	38,176
Change Makers	-	1,288
Carried forward	733,886	763,537

continued...

4. INCOME FROM CHARITABLE ACTIVITIES - continued

	2024	2023
	£	£
Brought forward	733,886	763,537
Tigers Pathways (ESIF)	32,967	45,126
Waiting Well	3,345	24,675
USW	17,500	23,127
Youth Justice	-	16,966
Premier League Women & Girls	-	1,000
Hey Mind	12,743	-
Sutton Ward	3,480	-
Stay Onside	17,137	-
	821,058	874,431

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Health and Wellbeing	66,441	2,749	69,190
Education and Employment	595,965	20,500	616,465
Community and Inclusion	522,107	15,903	538,010
Core and Other	80,119	76,536	156,655
	1,264,632	115,688	1,380,320

6. SUPPORT COSTS

	Finance	Property & rent	Other office costs	Governance costs	Totals
	£	£	£	£	£
Health and Wellbeing	105	-	2,644	-	2,749
Education and Employment	45	-	19,855	600	20,500
Community and Inclusion	2,708	-	13,195	-	15,903
Core and Other	421	6,643	33,438	36,034	76,536
	3,279	6,643	69,132	36,634	115,688

The total support costs included in coaching and development, are apportioned based on individual project income values compared to the total project income value and has been split between restricted funds and unrestricted funds.

continued...

7. NET INCOME/(EXPENDITURE)

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

	2024	2023
	£	£
Depreciation - owned assets	9,592	5,090

8. AUDITORS' REMUNERATION

	2024	2023
	£	£
Fees payable to the charity's auditors and their associates for the audit of the charity's financial statements	9,022	8,636

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2024 nor for the year ended 31 August 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2024 nor for the year ended 31 August 2023.

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	994,057	895,067
Social security costs	70,346	61,724
Other pension costs	20,367	15,729
	1,084,770	972,520

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

	2024	2023
Line Management	10	9
Delivery Staff	50	48
	60	57

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

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

continued...

10. STAFF COSTS - continued

The trustees consider the board of trustees, the community manager and Chief Executive Officer as comprising the key management personnel of the charity in charge of directing, controlling and operating the charity on a day to day basis. All trustees give their time freely and no trustee remuneration was paid in the period. The total remuneration and other benefits (including employer contributions) paid on behalf of key management personnel for their services to the charity was £81,352 (2023: £78,597).

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	18,153	-	18,153
Charitable activities			
Health and Wellbeing	39,030	38,042	77,072
Education and Employment	23,127	570,564	593,691
Community and Inclusion	121,572	330,068	451,640
Core and Other	107,131	-	107,131
Investment income	1,356	-	1,356
Other income	16,113	5,798	21,911
Income from commercial operations	178,082		178,082
Total	504,564	944,472	1,449,036
EXPENDITURE ON			
Charitable activities			
Health and Wellbeing	32,712	24,975	57,687
Education and Employment	11,720	524,856	536,576
Community and Inclusion	115,219	310,421	425,640
Core and Other	203,543	-	203,543
	168,868		168,868
Total	532,062	860,252	1,392,314
NET INCOME/(EXPENDITURE)	(27,498)	84,220	56,722
Transfers between funds	94,042	(94,042)	-
Net movement in funds	66,544	(9,822)	56,722
RECONCILIATION OF FUNDS			
Total funds brought forward	377,468	122,702	500,170
TOTAL FUNDS CARRIED FORWARD	444,012	112,880	556,892

continued...

12. TANGIBLE FIXED ASSETS

GROUP

	Long leasehold improvement £	Plant and machinery £	Totals £
COST			
At 1 September 2023 and 31 August 2024	38,676	206,134	244,810
DEPRECIATION			
At 1 September 2023	18,142	173,824	191,966
Charge for year	2,594	6,998	9,592
At 31 August 2024	20,736	180,822	201,558
NET BOOK VALUE			
At 31 August 2024	17,940	25,312	43,252
At 31 August 2023	20,534	32,310	52,844

TANGIBLE FIXED ASSETS

CHARITY

	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 September 2023 and 31 August 2024	141,663	49,600	191,263
DEPRECIATION			
At 1 September 2023	141,663	17,867	159,530
Charge for year	-	6,800	6,800
At 31 August 2024	141,663	24,667	166,330
NET BOOK VALUE			
At 31 August 2024	-	24,933	24,933
At 31 August 2023	-	31,733	31,733

continued...

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2023 and 31 August 2024	100
NET BOOK VALUE	
At 31 August 2024	100
At 31 August 2023	100

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies comprise the following:

The Tigers Trust Arena Limited
Registered office: The Tigers Trust Arena, Walton Street, Hull, England, HU3 6GA
Nature of business: Hiring of facilities.

	%
Class of share:	**Holding**
Ordinary	**100**

	2024	2023
	£	£
Aggregate capital and reserves	3,666	6,858
Profit/(Loss) for the year	(3,192)	(2,285)

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	22,050	11,476	14,778	3,416
Other debtors	236	579	19	91
VAT	-	-	-	-
Amounts owed by group undertakings	-	-	124,931	94,810
Prepayments and accrued income	88,392	39,054	84,518	38,056
	110,678	51,109	224,246	136,373

continued...

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	33,643	10,603	31,724	9,115
VAT	28	5,108	-	-
Other creditors	6,742	8,687	6,850	8,743
Accruals and deferred income	261,708	268,885	230,104	236,235
	302,121	293,283	268,678	254,093

Included within creditors above is deferred income totalling £219,122 (2023 - £200,782). The movement in the year is as follows:

	Charitable activities	Total
	£	£
At 1 September 2023	200,782	200,782
Released from previous years	(200,782)	(200,782)
Deferred in the current year	219,122	219,122
At 31 August 2024	219,122	219,122

Incoming resources have only been deferred in respect of monies received in advance of the services being delivered under a services agreement.

continued...

16. MOVEMENT IN FUNDS

	At 1.9.23 £	Net movement in funds £	Transfers between funds £	At 31.8.24 £
Unrestricted funds				
General fund	429,955	99,631	75,578	605,164
Kickstart Scheme	3,286	-	-	3,286
USW Foundation Degree	9,092	(7,044)	(1,750)	298
Tigers Together	291	7,683	(1,377)	6,597
Tigers Team Mates	1,388	-	-	1,388
	444,012	100,270	72,451	616,733
Restricted funds				
Premier League Kicks	31,245	313	8,400	39,958
Primary Stars	11,731	26,345	(33,149)	4,927
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	4,811	(6,504)	493	(1,200)
Premier League Inspires	1,266	10,365	(14,115)	(2,484)
Premier League Kicks Targeted	6,606	-	-	6,606
Active Through Football	2,083	15,649	(9,103)	8,629
Change Makers	1,143	-	-	1,143
Holiday Action Fund	41,420	12,496	(4,400)	49,516
Tigers Pathways (ESIF)	(3,815)	20,807	(6,259)	10,733
PAC2	-	6,681	(4,792)	1,889
Premier League Women & Girls	900	-	-	900
Youth Justice	4,757	-	-	4,757
Multiply (Inclusion)	-	985	(184)	801
Families LT	-	15,988	(2,625)	13,363
Hey Mind	-	5,868	(1,274)	4,594
Street Soccer Academy	-	2,234	(506)	1,728
VPP - Stay Onside	-	8,654	(1,714)	6,940
Sutton Ward	-	(470)	(712)	(1,182)
CBSL Turing	-	2,511	(2,511)	-
	112,880	121,922	(72,451)	162,351
TOTAL FUNDS	556,892	222,192	-	779,084

continued...

16. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	586,409	(486,778)	99,631
USW Foundation Degree	17,500	(24,544)	(7,044)
Tigers Together	17,945	(10,262)	7,683
	621,854	(521,584)	100,270
Restricted funds			
Premier League Kicks	258,703	(258,390)	313
Primary Stars	331,487	(305,142)	26,345
NCS	11,219	(17,723)	(6,504)
Premier League Inspires	141,150	(130,785)	10,365
Active Through Football	91,032	(75,383)	15,649
Holiday Action Fund	52,716	(40,220)	12,496
Tigers Pathways (ESIF)	62,583	(41,776)	20,807
PAC2	47,920	(41,239)	6,681
Multiply (Inclusion)	1,840	(855)	985
Families LT	36,078	(20,090)	15,988
Hey Mind	12,743	(6,875)	5,868
Street Soccer Academy	5,055	(2,821)	2,234
VPP - Stay Onside	17,137	(8,483)	8,654
Sutton Ward	7,121	(7,591)	(470)
CBSL Turing	75,240	(72,729)	2,511
	1,152,024	(1,030,102)	121,922
TOTAL FUNDS	1,773,878	(1,551,686)	222,192

continued...

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.23 £
Unrestricted funds				
General fund	374,182	(42,017)	97,790	429,955
Kickstart Scheme	3,286	-	-	3,286
USW Foundation Degree	-	11,405	(2,313)	9,092
Tigers Together	-	(2,216)	2,507	291
Tigers Team Mates	-	5,330	(3,942)	1,388
	377,468	(27,498)	94,042	444,012
Restricted funds				
Premier League Kicks	54,983	572	(24,310)	31,245
Primary Stars	9,802	33,641	(31,712)	11,731
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	6,771	8,035	(9,995)	4,811
Premier League Inspires	105	12,780	(11,619)	1,266
Premier League Kicks Targeted	3,233	5,688	(2,315)	6,606
Active Through Football	-	5,619	(3,536)	2,083
Change Makers	-	1,272	(129)	1,143
Holiday Action Fund	32,159	13,065	(3,804)	41,420
Tigers Pathways (ESIF)	4,916	(4,218)	(4,513)	(3,815)
PAC2	-	313	(313)	-
Premier League Women & Girls	-	1,000	(100)	900
Youth Justice	-	6,453	(1,696)	4,757
	122,702	84,220	(94,042)	112,880
TOTAL FUNDS	500,170	56,722	-	556,892

continued...

16. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	467,082	(509,099)	(42,017)
USW Foundation Degree	23,127	(11,722)	11,405
Tigers Together	7,355	(9,571)	(2,216)
Tigers Team Mates	7,000	(1,670)	5,330
	504,564	(532,062)	(27,498)
Restricted funds			
Premier League Kicks	247,616	(247,044)	572
Primary Stars	317,110	(283,469)	33,641
NCS	85,841	(77,806)	8,035
Premier League Inspires	126,998	(114,218)	12,780
Premier League Kicks Targeted	23,146	(17,458)	5,688
Active Through Football	38,177	(32,558)	5,619
Change Makers	1,288	(16)	1,272
Holiday Action Fund	38,042	(24,977)	13,065
Tigers Pathways (ESIF)	45,125	(49,343)	(4,218)
PAC2	3,163	(2,850)	313
Premier League Women & Girls	1,000	-	1,000
Youth Justice	16,966	(10,513)	6,453
	944,472	(860,252)	84,220
TOTAL FUNDS	1,449,036	(1,392,314)	56,722

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.24 £
Unrestricted funds				
General fund	374,182	57614	173,368	605,164
Kickstart Scheme	3,286	-	-	3,286
USW Foundation Degree	-	4,361	(4,063)	298
Tigers Together	-	5,467	1,130	6,597
Tigers Team Mates	-	5,330	(3,942)	1,388
	377,468	72,772	166,493	616,733
Restricted funds				
Premier League Kicks	54,983	885	(15,910)	39,958
Primary Stars	9,802	59,986	(64,861)	4,927
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	6,771	1,531	(9,502)	(1,200)
Premier League Inspires	105	23,145	(25,734)	(2,484)
Premier League Kicks Targeted	3,233	5,688	(2,315)	6,606
Active Through Football	-	21,268	(12,639)	8,629
Change Makers	-	1,272	(129)	1,143
Holiday Action Fund	32,159	25,561	(8,204)	49,516
Tigers Pathways (ESIF)	4,916	16,589	(10,772)	10,733
PAC2	-	6,994	(5,105)	1,889
Premier League Women & Girls	-	1,000	(100)	900
Youth Justice	-	6,453	(1,696)	4,757
Multiply (Inclusion)	-	985	(184)	801
Families LT	-	15,988	(2,625)	13,363
Hey Mind	-	5,868	(1,274)	4,594
Street Soccer Academy	-	2,234	(506)	1,728
VPP - Stay Onside	-	8,654	(1,714)	6,940
Sutton Ward	-	(470)	(712)	(1,182)
CBSL Turing	-	2,511	(2,511)	-
	122,702	206,142	(166,493)	162,351
TOTAL FUNDS	500,170	278,914	-	779,084

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,053,491	(995,877)	57,614
USW Foundation Degree	40,627	(36,266)	4,361
Tigers Together	25,300	(19,833)	5,467
Tigers Team Mates	7,000	(1,670)	5,330
	1,126,418	(1,053,646)	72,772
Restricted funds			
Premier League Kicks	506,319	(505,434)	885
Primary Stars	648,597	(588,611)	59,986
NCS	97,060	(95,529)	1,531
Premier League Inspires	268,148	(245,003)	23,145
Premier League Kicks Targeted	23,146	(17,458)	5,688
Active Through Football	129,209	(107,941)	21,268
Change Makers	1,288	(16)	1,272
Holiday Action Fund	90,758	(65,197)	25,561
Tigers Pathways (ESIF)	107,708	(91,119)	16,589
PAC2	51,083	(44,089)	6,994
Premier League Women & Girls	1,000	-	1,000
Youth Justice	16,966	(10,513)	6,453
Multiply (Inclusion)	1,840	(855)	985
Families LT	36,078	(20,090)	15,988
Hey Mind	12,743	(6,875)	5,868
Street Soccer Academy	5,055	(2,821)	2,234
VPP - Stay Onside	17,137	(8,483)	8,654
Sutton Ward	7,121	(7,591)	(470)
CBSL Turing	75,240	(72,729)	2,511
	2,096,496	(1,890,354)	206,142
TOTAL FUNDS	3,222,914	(2,944,000)	278,914

Transfers between funds

The transfers between funds relate to excess income on specific projects which have been delivered, together with an allocation to specific projects which require additional funding.

continued...

17. EMPLOYEE BENEFIT OBLIGATIONS

During the period the charitable company paid £20,367 (2023: £15,729) into defined contribution schemes. The expense and liability are allocated between unrestricted and restricted funds based on employee's time between projects. There was £3,890 outstanding at the period end (2023: £6,694).

18. CONTINGENT LIABILITIES

The company is limited by members' guarantees and therefore has no share capital.

In the case of a winding-up, members have undertaken to contribute to the charity's assets to a maximum of £10 per member. The total number of members as at 31st August 2024 was four.

19. RELATED PARTY DISCLOSURES

Owing to the nature of the Charity's operations and the composition of the board of trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Charity's normal procurement procedures.

During the year ended 31st August 2024, there were related party transactions relating to key management remuneration (disclosed in note 9) and transactions with the subsidiary company, The Tigers Trust Arena Limited.

There were also transactions during the financial year with Hull City AFC and its related entities made up of £61,165 in income and £4,879 in expenses. These transactions related to recharges of costs during the year.

Further income was received from Chris O'Neill Consulting Limited, a company in which the trustee Christopher O'Neill is a director of, totalling £200 relating to a golf day donation.

Income was received from Quickline Communications Limited, a company in which the trustee Sean Royce is a director of, totalling £200 relating to a golf day.

Joseph Clutterbrook, a trustee of the Charity, is employed by Hull City AFC as Head of Communications.

The charity owns the whole of the issued ordinary share capital of The Tigers Trust Arena Limited, a company registered in England. All activities have been consolidated on a line by line basis in the Statement of Financial Activities. A summary of the results of the subsidiary is shown below:

	Total 2024	Total 2023
	£	£
Turnover	196,259	177,882
Cost of sales	(19,520)	(18,029)
Gross profit	176,739	159,853
Administrative expenses	(179,931)	(162,338)
Other operating income	-	200
Net profit/(loss)	(3,192)	(2,285)
The aggregate of the assets, liabilities and funds was:		
Assets	170,942	140,369
Liabilities	(167,276)	(133,511)
Aggregate called up share capital and reserves	3,666	6,858

continued...

20. NET INCOMING RESOURCES OF PARENT CHARITABLE COMPANY

As permitted by Section 408 of the Companies Act 2006, the statement of Financial Activities of the parent charitable company is not presented as part of these financial statements. The parent charitable company's net incoming resources for the year to 31st August 2024 was £225,384 (2023: £59,007).

TIGERS SPORT AND EDUCATION TRUST

England & Wales - Charity number 1092287

Accounts

REGISTERED COMPANY NUMBER: 04320313 (England and Wales)
REGISTERED CHARITY NUMBER: 1092287

Report of the Trustees and

Audited Consolidated Financial Statements for the Year Ended 31 August 2023

for

Tigers Sport and Education Trust

Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Tigers Sport and Education Trust

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for the Year Ended 31 August 2023

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Tigers Sport and Education Trust

Report of the Trustees
for the year ended 31st August 2023

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity for the period 1st September 2022 to 31st August 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and Public Benefit

The charity's objects are for the benefit of the public generally and in particular, the inhabitants of East Yorkshire and Humberside and its surrounding areas. The Trustees have considered the Commission's guidance on public benefit and are of the opinion that it is fulfilled by the charity's continued pursuit of the following objectives: -

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health;

- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;

- to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity including (but not restricted to) through the use of the game of football (including its history and rules) and other sports activities as educational tools and, in furtherance of such object, through the provision of facilities at the MKM Stadium (or such other facility occupied by Hull City AFC) for meetings, lectures and classes for the benefit of such persons; and

- 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.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

For more than 30 years, the Tigers Sport and Education Trust has been a recognised provider of Sport and Education across Hull and East Riding of Yorkshire. Governed by a Board of Trustees and funded by the EFL Trust and Premier League and a range of other funders and sponsors. The Trust's priority is to deliver high quality provision to the communities of Hull and East Riding of Yorkshire to support improved health and wellbeing.

During this period the programme delivery supported the following:

- Active Through Football (targeting inactive Black, Asian and Minority Ethnic Communities and 16-19 year olds)
- Adults
- Care leavers
- Community centres & libraries
- Community food banks and food swaps
- Employment and Training Activity
- Football Centres (weekends and holidays)
- Health & wellbeing activities to tackle health inequalities
- Holiday Activity across Hull
- Hull Fair School 2022
- Intergenerational provision
- International Communities
- LGBTQ+ community
- Match Day – experiences and 'match crew'
- NCS residential, skills boosters and social action
- Physical activity for our local people with disabilities
- Physical and social activity for our international communities
- Physical, educational and social care activity across our communities
- Primary schools programmes – inside and outside the classroom and events
- Secondary schools – inside and outside the classroom and Inspiration Days
- Senior Tigers
- Tackling loneliness and isolation
- Targeted Youth Work
- Volunteering opportunities
- Vulnerable adults
- Vulnerable Exploited Missing and Trafficked (VEMT) young people
- Waiting Well (working as part of a consortium to co-ordinate and support people on NHS waiting lists)
- Walking Footballers 55+
- Women and girls football
- Young people across a range of settings

Beyond the pandemic the Tigers Sport and Education Trust has continued to support those across our Hull and East Yorkshire communities and those engaging with activities at the Tigers Trust Arena. Starting as Football in the Community Project in the early 90's the Trust continues to develop and grow to extend its offer beyond the 90 minutes on the football pitch through the power of the Hull City Tigers badge. The Trust (now a charity) is based at the Tigers Trust Arena on West Park, Hull and supports in excess of 30,000 people every year.

The Trust continues to pride itself on offering creative and innovative provision to support our communities to live active, healthy and happy lives. We continue to adapt to the ever-changing operating landscape.

The team continued to go above and beyond throughout the 2022 - 2023 season to strengthen the Trust's reach across the communities of Hull and East Riding of Yorkshire. We are proud to make a difference to so many people across a range of provision, delivering impactful outcomes and changing lives across our communities keeps.

Our Trustees continue to effectively govern and guide the CEO and Senior Team through a framework of Board and Sub-Board committees and together with our dedicated and passionate people work to deliver across key areas in line with our strategy and key objectives:

- Working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision
- Improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles
- Creating the opportunity to raise educational attainment and promote a value of lifelong learning, whilst increasing access to the 'world of work' through the creation of pathways promotion of opportunities through the interact with employers and entrepreneurs.
- Connecting and Collaborating with Key Stakeholders to maximise our impact and resources by delivering together for the benefit of the local communities.

During this period the Trust continued to strengthen its position as a credible voluntary sector organisation working to tackle the health inequalities in our communities across Hull and East Yorkshire. The last few years have seen the Trust mature in its ability to respond to the emerging needs for our local communities and we began to see the benefits of our strengthened Board of Trustees following recruitment earlier in 2022.

During early 2023 the Trust undertook a Strategic Review to help check and shape future direction. Key recommendations from this review were focused on the following 5 headline areas for the Trust to work to support continual improvement:

1. Succession Planning and Leadership
2. Harness the potential of the Club/CCO relationship
3. Board and Governance
4. Staff Retention and Associated Challenges
5. Funding and Income Generation

Operationally, the key priorities for the organisation have been to continue to deliver services to help tackle the widening health inequalities in our communities in the wake of the pandemic and also the high inactivity levels. This year has seen increased collaboration with a range of organisations from across the voluntary and community sector and public sector, which has supported the mobilisation of

'pilot' work to support those in need in our communities, as well as continue with our support to drive increased activity levels – such as delivering our Active Through Football programme.

This Trust drives continuous improvement across its operational, management and governance structures in line with the capability framework prescribed by our key funders Premier League Community Fund and EFL Trust; excellent progress continues to be made by the Trust in relation to the Capability Code of Practice Framework.

The challenges for the Trust associated with running the Arena on behalf of the Club and for the Academy continue. The significant increase in utility costs coupled with the increased cost of living have impacted during this period. Following the changes in Club ownership during 2022, the Trust discussed these challenges, a discussion aided by the Club representation on the Trust Board. An agreement was reached to fix the costs of the utilities with the Club subsidising an agreed element of the contract for 2 years. These challenges have also impacted staff retention at the Arena which have been managed as effectively as possible throughout the period.

On a positive note bookings and footfall in the Arena have returned to and beginning to surpass pre-pandemic levels, this is now having a positive impact on the turnover and cashflow for the Arena. The Trust also continues to manage the challenges associated with lack of outdoor space following the condemnation of the outdoor pitches at the Arena during the pandemic and is currently oversubscribed in relation to suitable pitch availability. This position supports the CEO in the discussions relating to the potential development of the wider site, including the MKM Stadium which will include a new AGP and upgraded facilities for the Trust as part of the enhanced community offer. In the meantime, the Arena has seen increased footfall through private bookings, expanding the 'party' offer, delivering the Trust Football Centres and Saturday morning offer, holiday activity and linking with schools and various tournaments; the Hull City Academy continue to use the Arena as part of their operational space during the football season.

The relationship with Hull City Football Club continues to be very supportive in relation to providing free tickets for our participants for designated games, joint activations, match day experiences and alignment of Safeguarding, EDI and marcomms. The Trust values the close working relationships with the Club representatives and opportunities to work together.

TIGERS TRUST
IN THE COMMUNITY

OUR VISION

Inspired and integrated communities, living active, healthy and happy lives.

OUR MISSION

We dare to inspire, engage and improve our communities, through sport, active participation and education; providing opportunities and removing barriers; supporting and raising aspirations and helping people to lead healthy and happy lives because we care and because we can.

OUR VALUES

Fun - We believe fun should be central to all we do.

Ambitious - We strive to be the best in everything we do.

Inspiring - We seek to be positive role models in all we do.

Respectful - We treat everyone with respect.

Passionate - We care passionately about our community.

Inclusive - We seek inclusivity in all we do.



Your Club. Your Community. Your Opportunity.

OUR PROGRAMMES:	OUR KEY OBJECTIVES: 1. INSPIRING OUR COMMUNITIES	2. IMPROVING HEALTH & WELLBEING	3. CREATING EDUCATION & EMPLOYMENT OPPORTUNITIES
1. Primary Schools:			
PL Primary Stars	✓	✓	✓
Holiday Football Centres	✓	✓	✓
Saturday Football Centres	✓	✓	
Saturday Football Centres	✓	✓	
2. School Hubs & Education:			
Inspires	✓	✓	✓
Changemakers	✓	✓	✓
USW Foundation Degree	✓		✓
3. Social Inclusion:			
Kicks	✓	✓	✓
Targeted Kicks	✓	✓	✓
Tigers Team Mates (Tackling Loneliness & Isolation)		✓	
Tigers Together	✓	✓	
Detached Youth Work	✓	✓	✓
Disability Sports		✓	
Healthy Holiday Activity (HAF)	✓	✓	
Waiting Well		✓	
Active Through Football	✓	✓	
Pathways	✓	✓	✓
4. NCS			
NCS Autumn	✓	✓	✓
Skills Boosters	✓	✓	✓

OUR IMPACT IN NUMBERS 2022/23

2,500

Children ages 5-12 have attended our Football Centres across 2022/23 on school holidays

808

Individuals aged 18+ have attended our Active Through Football sessions

7,752

Children and young people supported through our Premier League Primary Stars Programme

3,000

Aggregate attendances of young people (aged 8-16) who enjoyed free sports provision through the Tigers Trust's delivery of the Healthy Holidays Programme

2,256

Young people engaged with during 22/23 through the Premier League Kicks Programme

174

Adults looking to improve their mental health and wellbeing through the power of football during Tigers Together sessions

57

Walking Footballers attend regular weekly sessions on a Monday and Thursday at the Tigers Trust Arena

77

Attendees on the Tigers Pathways employability programme - including - 65 who went from inactive searching to to actively searching for jobs

817

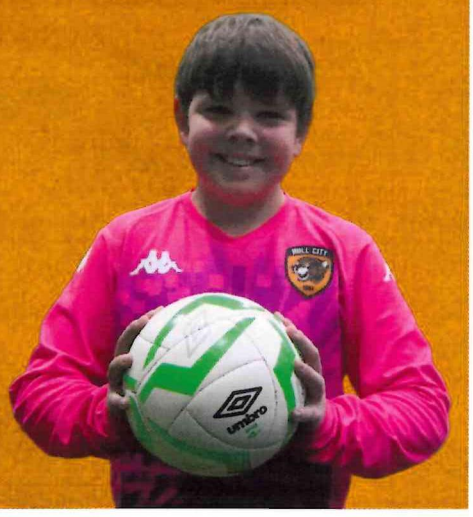
Females attended Premier League Kicks sessions throughout 2022/2023

147

Children and young people engaged with ourselves who have a registered disability through the Premier League Kicks Programme

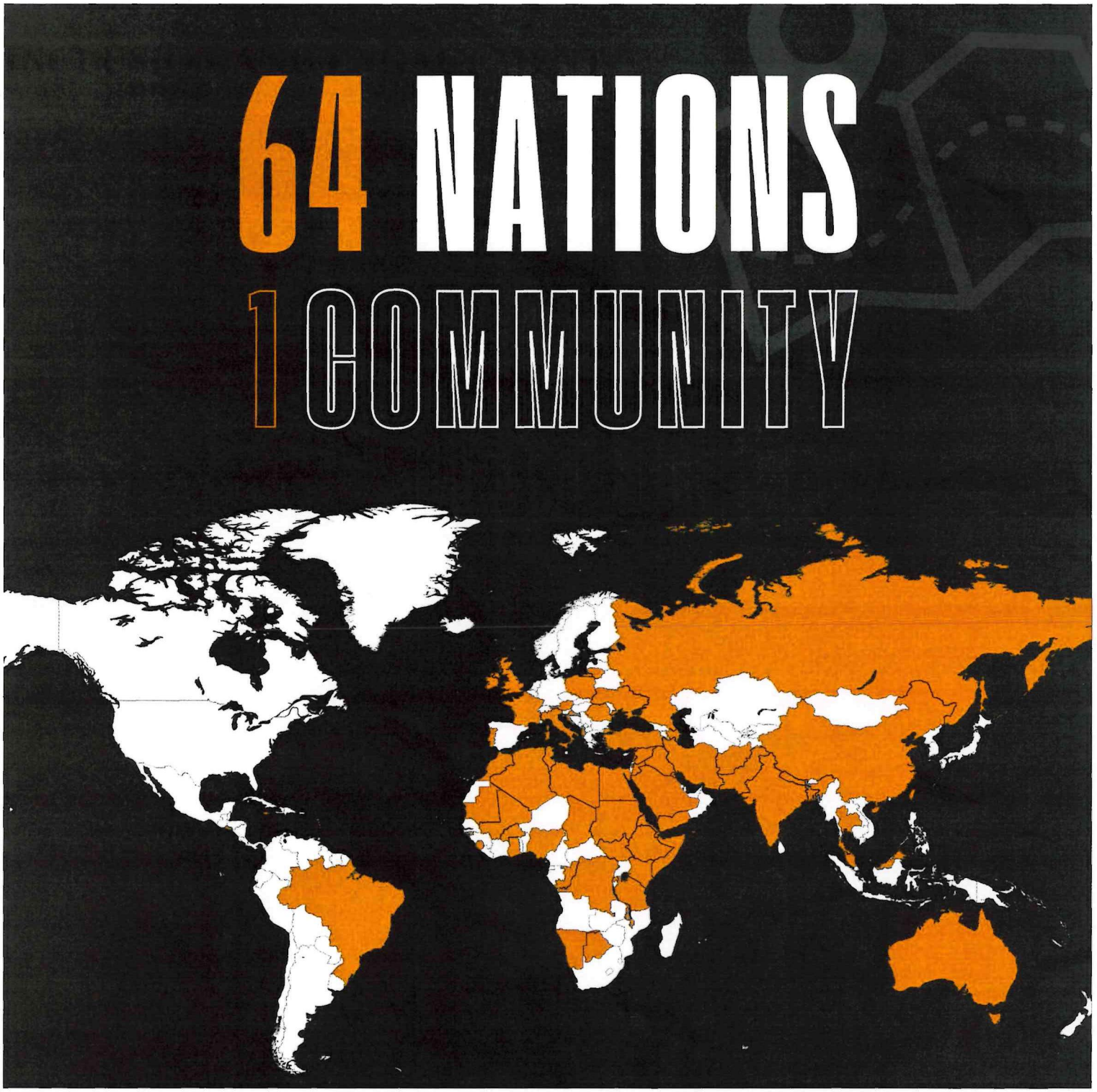
12

Participants took part in the Street Soccer Academy programme 10 week programme during 22/23 that focused on football coaching, mentoring, mindset development, and employability workshops



Case Studies

INCLUSION AND ENGAGEMENT



64 Nations 1 Community:

Active Through Football (ATF) is a community programme aimed at promoting physical activity in collaboration with Hull City Council, Hull Culture and Leisure Ltd (HCaL), and ourselves at the Tigers Trust. ATF focuses on engaging key target audiences, particularly those facing inequalities in accessing recreational activities. This case study delves into the journey of ATF in Hull since its inception in 2022, highlighting its impact and achievements.
Hull, a city known for its diverse population, faces challenges in promoting physical activity, particularly among marginalised communities. Recognising this, ATF was launched with the aim of addressing inequalities by providing football opportunities for individuals aged 16-19 from black, Asian, and minority ethnic backgrounds.

Led by Abdu and Josh, the ATF Delivery Officers, the programme commenced with a slow start but steadily gained momentum. Through collaboration with local stakeholders, including Hull City Council and HCaL, ATF devised a comprehensive plan to activate key settings across the city. The program's primary focus was on delivering recreational and informal small-sided football activities, developed through extensive community engagement.

Abdu commented:

" The ATF Programme has been on quite a journey, from welcoming small numbers at the initial sessions to welcoming 140 participants to a single session, it's fantastic to see participants from all over the world come together through their shared love of football"

Since its inception, ATF has made significant strides in promoting physical activity and fostering inclusivity within the community. One notable achievement is the remarkable growth in participation, with ATF sessions attracting up to 140 participants, making it one of the largest sessions in the country as per ATF's national figures. When collecting data recently, the Marcomms team decided to see the reach and the global representation at our sessions shown on our new Nations map.

Looking ahead, ATF aims to build on its success in Hull by expanding its reach and impact. This includes leveraging partnerships, securing additional resources, and further tailoring activities to meet the diverse needs of the community. By continuing to prioritise inclusivity and community engagement, ATF endeavors to create a healthier and more active communities. By fostering a sense of belonging and promoting physical activity, ATF embodies the spirit of unity and resilience, proving that, indeed, within 64 nations, there is one community.

PRIMARY STARS

Teacher Engagement

Name - Sarah Macpherson – Year 6 Teacher
School – Bude Park Primary School



At the start of half term 2 (Autmn 2) we have worked with a year 6 class. We worked with 28 children and worked closely with 1 teaching staff member at Bude Park Primary School, delivering both a Netball and Football scheme of work. At the start of the half term 2 the Tigers Trust coaches sat down with the teachers and asked what they hope to gain from the Primary Stars programme. We also asked the teachers about how they feel about delivering PE lessons in general. There was one specific teacher called Sarah Macpherson who said to me she wasn't very keen on delivering PE and didn't particularly enjoy delivering PE. Sarah's questionnaire at the start of the term in terms of "how much do you enjoy delivering PE"? was disagree.

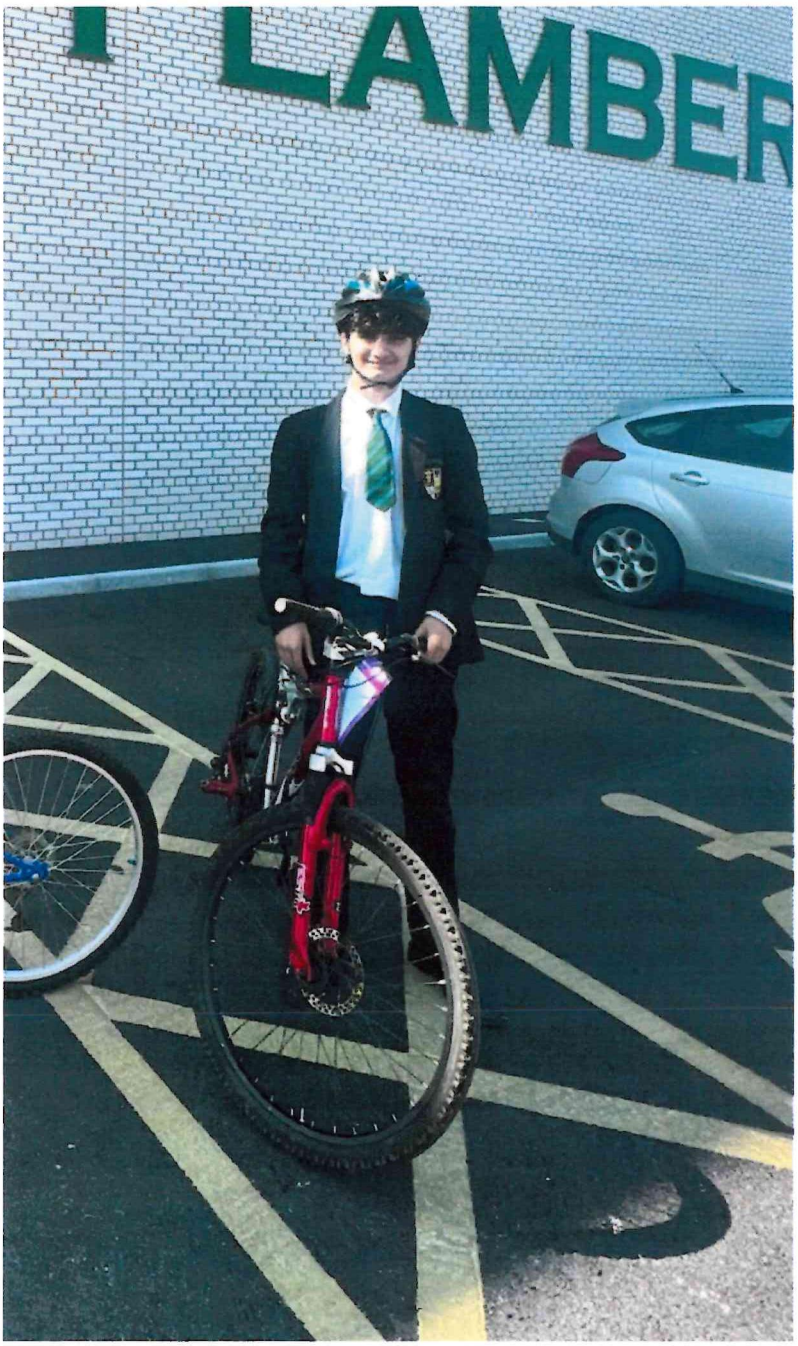
We worked closely with Sarah for an overall 12 weeks and we spoke about different ways to plan lessons effectively, different ways to differentiate and build blocks of learning to ensure children were getting full capacity to develop not only their physical skills but the social side of PE. In this time Sarah had the chance to observe the Primary Star, staff member - Ryan lead a lesson and had the chance to team teach with Ryan by taking part in a lesson and is now on the verge of taking full lessons.

Ryan now sits down with Sarah each week and plans the lesson and also provides feedback. Sarah has also started to use this in her own PE slots at her school.

Sarah provided us with a quote on how much the Tigers Trust coaches impacted her development and support.

"Being able to observe Ryan teaching PE and Football skills, as an expert in this area, meant that I had the time to consider the most effective way to deliver the lesson and plan for future lesson's, this helped me with my gain knowledge of a skills in Football and put them into my PE Lesson's. This is has also increased my confidence massively and I now feel I can deliver an high quality effective PE Lesson".

INSPIRES



Fabian Shaan (Malet Lambert School) Fabian Shaan began engagement with the PL Inspires project in September 2022, being part of the Year 10 Inspires cohort that access weekly sessions for the full year. At first, Fabian was a quite assured individual, but it was recognisable that he was easily drawn in to engaging with the wrong students in the group and often was involved in low level disruption. However, Fabian also demonstrated that when focused on his work and applying himself to tasks that he understood he was able to achieve expected outcomes. Throughout the delivery across the year and conversation with Fabian it was clear that his approach to weekly sessions could vary in his level of effort and general energy levels he exhibited to staff. In the early months the frequency of low-level disruption or minor behaviour issues were frequently observed. However, as time progressed through the course and Fabian became more familiar with the group, staff and content being covered, it was evident that a change in behaviour was being noticed. Fabian and the rest of the group worked through 3 short courses as part of the ASDAN offer, covering modules in Enterprise, Career Planning and Personal Skills. On top of this, supplementary delivery with Fabian and his group focused on topics such as presentation skills, money management and interpersonal skills, all this being delivered through practical and hands on engaging activities.

The key turning point and noticeable change in Fabian's attitude was when Tigers Trust arranged for R-evolution, a cycling charity specialising in repairs, bike maintenance and safety, to deliver a 6-week programme with students based around STEM including a mini social action project for them to build their own bike and take away. From the very first session looking at taking apart a wheel and fixing a puncture, it was clear that Fabian had found an area of real interest that grasped his imagination and ambitions for the future to really excel. Fabian admitted that he was self-taught in bike mechanics and was not just able to partake actively in each sessions content but more positively, he was able to take a position of leadership in sessions and support others less familiar to complete basic bike repairs.

Mrs Brown teacher supporting the sessions in school said, "Fabian has been great in these sessions, he's been great all year but this is the most I've seen him engaged all year and he's actively supported others with the bike repairs. This half term working with R-evolution has been great for him and the group to give them something different and hands on to do which is relevant outside school. We wouldn't ordinarily be able to offer these things in school and I've really enjoyed it too!" The focused sessions with R-evolution concluded with the bike build where Fabian was able to dismantle and fully construct a new bike within the hour's lesson. As a true success of his engagement through the year but notably the R-evolution sessions, Fabian was able to take a bike, helmet, and lock away with him to enable him to access school and enrichment opportunities quicker and in

a safe manner. Beyond these sessions it is clear the work with R-evolution has fostered a greater sense of curiosity towards mechanics and engineering and through his continued engagement on the programme.

Moving in to Year 11 and possibility having some 1:1 wellbeing weekly check ins to monitor behaviour as well, Fabian has expressed an interest to go on to study mechanical engineering, with Tigers Trust staff support, the focus will be to look more in to this in the Autumn Term with outlook to supporting his application to College or for an apprenticeship whilst improving his school attendance and behaviour record to succeed in his application.

Fabian shared "Doing the R-evolution sessions has definitely made me more interested in mechanics and engineering and I think it's something I'd be interested to do at college".

Furthermore, when able to obtain a DBS and have the time to do so, R-evolution supported by Tigers Trust have demonstrated an interest to have Fabian undertake the City and Guilds qualification in bike maintenance and when able would like to have him support the various bike hubs around the city, supporting others in being able to ride bikes in a safe and enjoyable way. Picture above of Fabian receiving his bike, helmet and lock to take home courtesy of R-evolution.

FINANCIAL REVIEW

Financial position

The principal funding sources are detailed in the Achievements and Performance Section of this report.

The group generated restricted income of £944,472 (2022 £1,110,153), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £860,252 (2022 £908,559). The restricted grants and their associated expenses are shown as restricted funds in the statement of financial activities.

The group generated unrestricted income of £504,564 (2022 £465,020), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £532,062 (2022 £529,602).

The net movement in funds for the period amounted to a surplus of £56,722 (2022 £137,012 surplus).

The group held fund balances at 31st August 2023 of £112,880 (2022 £122,702) of surplus restricted funds and £444,012 (2021 £377,468) of unrestricted funds.

This year the impact of the loss of the EFL Trust NCS Contract can be seen in the reduction in restricted income. The Trust has carefully managed this situation, seeking alternative funding streams which have positively impacted our range of activities. The Trust continues to align closely with the Club, funders and stakeholders to effectively manage moving forward. Importantly the work of the Trust to seek and secure future income from strategic relationships has started to impact, such as Youth Justice, Active Through Football and Waiting Well. The Trust continued to review resources throughout the period, reviewing and consolidating staffing and resources appropriately throughout.

Reserves policy

The trustees review the reserve levels of the charitable group and company annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The activities that the charitable group undertakes on a day-to-day basis are funded from both its restricted reserves that were provided for specific purposes and its unrestricted reserves for all other activities.

The trustees need to ensure that the charitable group has sufficient working capital to cover delays between receipt of grants and spending. At 31st August 2023 the group had a surplus in unrestricted funds of £444,012 (2022 £377,468) of which £52,844 (2022: £23,340) is tied up in tangible fixed assets. The group also has a surplus in restricted funds of £112,880 (2022: £122,702). Taking into account the nature of the group's income streams, the trustees are of the view that reserves at these levels are sufficient to cover its working capital needs. Moving forward the Trust has prioritised the strategy to increase of unrestricted reserves through non-programme funded income, such as building the educational activities, football centres and private bookings.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Future Plans

The CEO continues to strengthen links with strategic partners, collaborators, funders and potential funders, representation on a range of Boards and forums EG. Policy Yorkshire (Y&H 'think tank'), EFL Trust Advisory Group, HEY LEP Board, HEY Employment & Skills Board as VCS representative and Shared Prosperity Fund Partnership Board.

The Active Through Football Consortium has scaled delivery over this season, reflected in the numbers of those engaged which was over 4,000 during this period across 200 activations. This programme also demonstrates the ability of the Trust to work collaboratively and take a lead in its area of expertise for the greater good of our local communities. This collaborative model of working has become increasingly important and future plans include further collaborations to secure sustainable future activities and diversify income streams in order to mitigate risk in the challenging funding landscape.

Work on the development plans for the MKM Stadium and Arena continue, these include working with the Football Foundation to secure resource and grants to improve the Arena facilities and broaden the offer and access for the community whilst making them more commercially viable. The CEO continues to engage and work with key partners to develop these opportunities and remains part of the wider discussions with the Club in relation to their updated development plans for the MKM Stadium and West Park footprint.

Key to viable future plans for the Trust include:

- Continue to diversify income and revenue streams to grow unrestricted reserves
- Build further on the successful collaborations of 2023-2024 and develop new ones
- Continue to grow the health and wellbeing activity
- Deliver Strategic Review recommendations, ensuring operations and structure remain right and relevant
- Ensure quality, safe and accessible provision continues whilst exploring opportunities relating to Environmental Sustainability

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tigers Sport and Education Trust, company number 04320313, is constituted under its Memorandum and Articles of Association dated 9 November 2001 and is a registered charity, number 1092287. The principal address of the charity is the same as its registered office. The charitable company is limited by guarantee. Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member. The current number of members is four.

Current trustees appoint new trustees by majority vote. New trustees are briefed of their duties and responsibilities as a trustee of the charity. The Board of Trustees meets quarterly to discuss the performance of the charity.

The day-to-day management of the company was delegated to Catherine Bishop, Chief Executive Officer, who joined the Trust in April 2019 following the retirement of John Davies, Community Manager in December 2018.

Relationships between charity and related parties

The charitable company operates by receiving its key funding from the Premier League Charitable Fund and English Football League Charitable Trust. In 2016, the charitable company set up a wholly owned trading subsidiary, The Tigers Trust Arena Limited. The purpose of the subsidiary is to undertake the management of the Arena. Details of the financial performance of the subsidiary are included in the notes to the financial statements.

Key management remuneration

The trustees consider the board of trustees and the Chief Executive Officer as comprising the key management personnel of the charity. No trustee was remunerated during the year and details of trustee expenses and related party transactions are disclosed in the notes to the accounts.

The pay of the Chief Executive Officer is reviewed annually and is bench-marked with charities of a similar size and activity.

Risk management

The Board of Trustees acknowledges its responsibility to identify, assess and manage risk. The main financial risk to the charity is the availability of funding relevant to the pursuit of its objectives. The trustees, in conjunction with the Chief Executive Officer, have reviewed the strategy and objectives of the Charity and have begun to collaborate with strategic stakeholders to identify new opportunities and income streams and seek new funding to secure the continued sustainable operations of the charity.

The main non-financial risk to the charity arises from working with young people and vulnerable adults. In line with recent legal changes and updated CCOP (Capability Code of Practice) process, the Trust has undertaken a comprehensive review of Safeguarding Policy and Procedures to ensure they support safe practice to mitigate this risk, which has also involved a closer alignment to the Safeguarding lead at Hull City Tigers. A new 'safeguarding' lead has been identified by the Trust.

The trustees examine the major risks that the charity faces each year and have developed systems to monitor and control these risks to mitigate any impact that they may have on the charity in the future. The Risk Register has been regularly updated over this period and is taken to the Board twice a year for discussion and review.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
04320313 (England and Wales)

Registered Charity number
1092287

Registered office
Tigers Trust Arena West Park
Walton Street
Hull
East Yorkshire
HU3 6GA

Trustees
Mr N J Cavill Head of Continous Improvements (resigned 2.3.23)
Mrs A J Foy Managing Director
Mrs D Hayden Solictor
Mr S T Logan Director
Mr C M O'Neill Director
Mr S M Royce Chairman Board of Trustees
Miss V Stabler Director
Mr J Clutterbrook Chief Executive
Mr N J Rennardson Director

Company Secretary
Taylored Business Secretaries Limited

Auditors
Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Bankers
Lloyds Bank plc
Silver Street
Hull
HU1 1HX

Tigers Sport and Education Trust

Report of the Trustees
for the year ended 31st August 2023

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Harris Lacey Swain, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 18th April 2024 and signed on its behalf by:

S M Royce – Chairman (Trustee)

Opinion
We have audited the financial statements of Tigers Sport and Education Trust (the 'charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

Audit response to risks identified
- the nature of the industry and sector, control environment and business performance including key drivers for directors' remuneration, bonus levels and performance targets
- results of our enquiries of management and their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the companies' documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team including regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to revenue deferrals. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, UK Corporate Governance Code and local tax legislation.
In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

Audit response to risks identified

Our procedures to respond to risks identified included the following:
- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance
- obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of tax provisions; and

- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or noncompliance with laws and regulations throughout the audit.

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

Use of our report

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

Richard D Lacey (Senior Statutory Auditor)
for and on behalf of Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Date: 22nd April 2024

Tigers Sport and Education Trust

Statement of Consolidated Financial Activities for the Year Ended 31 August 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	18,153	-	18,153	7,390
Charitable activities	4				
Health and Wellbeing		39,030	38,042	77,072	63,096
Education and Employment		23,127	570,564	593,691	815,121
Community and Inclusion		121,572	330,068	451,640	370,132
Core and Other		107,131	-	107,131	129,844
Investment income	3	1,356	-	1,356	31
Other income		16,113	5,798	21,911	21,677
Income from commercial operations		178,082	-	178,082	167,882
Total		504,564	944,472	1,449,036	1,575,173
EXPENDITURE ON					
Raising funds	5	-	-	-	4,487
Charitable activities	6				
Health and Wellbeing		32,712	24,975	57,687	49,363
Education and Employment		11,720	524,856	536,576	663,494
Community and Inclusion		115,219	310,421	425,640	321,377
Core and Other		203,543	-	203,543	232,234
Expenditure from commercial operations		168,868	-	168,868	167,206
Total		532,062	860,252	1,392,314	1,438,161
NET INCOME/(EXPENDITURE)		(27,498)	84,220	56,722	137,012
Transfers between funds	17	94,042	(94,042)	-	-
Net movement in funds		66,544	(9,822)	56,722	137,012
RECONCILIATION OF FUNDS					
Total funds brought forward		377,468	122,702	500,170	363,158
TOTAL FUNDS CARRIED FORWARD		444,012	112,880	556,892	500,170

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Balance Sheet
31 August 2023

	Notes	2022 £	2022 £
FIXED ASSETS			
Tangible assets	13	**52,844**	23,340
Investments	14	**-**	-
		52,844	23,340
CURRENT ASSETS			
Debtors	15	**51,109**	164,702
Cash at bank and in hand		**746,222**	628,744
		797,331	793,446
CREDITORS			
Amounts falling due within one year	16	**(293,283)**	(316,616)
NET CURRENT ASSETS		**504,048**	476,830
TOTAL ASSETS LESS CURRENT LIABILITIES		**556,892**	500,170
CREDITORS			
Amounts falling due after more than one year		**-**	-
NET ASSETS/(LIABILITIES)		**556,892**	500,170
FUNDS	17		
Unrestricted funds		**444,012**	377,468
Restricted funds		**112,880**	122,702
TOTAL FUNDS		**556,892**	500,170

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

The financial statements were approved by the Board of Trustees and authorised for issue on 18th April 2024 and were signed on its behalf by:

Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Charity Balance Sheet
31 August 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	13	31,733	-	31,733	171
Investments	14	100	-	100	100
		31,833	-	31,833	271
CURRENT ASSETS					
Debtors	15	136,373	-	136,373	253,149
Cash at bank and in hand		523,135	112,887	636,022	524,302
		659,508	112,887	772,395	777,451
CREDITORS					
Amounts falling due within one year	16	(254,093)	-	(254,093)	(286,595)
NET CURRENT ASSETS		405,415	112,887	518,302	490,856
TOTAL ASSETS LESS CURRENT LIABILITIES		437,248	112,887	550,135	491,127
NET ASSETS		437,248	112,887	550,135	491,127
FUNDS	17				
Unrestricted funds				437,248	368,420
Restricted funds				112,887	122,707
TOTAL FUNDS				550,135	491,127

The financial statements were approved by the Board of Trustees and authorised for issue on 18th April 2024 and were signed on its behalf by:

.....
Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Cash Flow Statement
for the Year Ended 31 August 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	150,714	150,686
Interest element of hire purchase or finance lease rental payments paid		-	(399)
Net cash provided by operating activities		150,714	32,985
Cash flows from investing activities			
Purchase of tangible fixed assets		(34,592)	-
Interest received		1,356	31
Net cash (used in)/provided by investing activities		(32,644)	31
Cash flows from financing activities			
Capital repayments in year		-	(2,323)
Net cash provided by/(used in) financing activities		-	(2,323)
Change in cash and cash equivalents in the reporting period		117,478	150,319
Cash and cash equivalents at the beginning of the reporting period		628,744	478,425
Cash and cash equivalents at the end of the reporting period		746,222	628,744

The notes form part of these financial statements

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

	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	56,722	137,012
Adjustments for:		
Depreciation charges	5,090	8,121
Interest received	(1,356)	(31)
Interest element of hire purchase and finance lease rental payments	-	399
Intercompany transactions		
Decrease/(increase) in debtors	113,591	(105,851)
(Decrease)/increase in creditors	(23,333)	113,360
Net cash provided by operations	150,714	153,010

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.22 £	Cash flow £	At 31.8.23 £
Net cash			
Cash at bank and in hand	628,744	117,478	746,222
	628,744	117,478	746,222
Total	628,744	117,478	746,222

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated. The charitable company adopted FRS 102 in the current year and an explanation of how transition to FRS 102 has affected the reported financial position and performance is given in the notes.

The financial statements are prepared in sterling.

Going concern
The trustees assess whether the use of the going concern concept is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently they continue to adopt the going concern basis in preparing the annual financial statements.

Critical accounting judgements and key sources of estimation uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the Trustees' best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The Trustees do not consider there to be any material estimates and judgements.

Income
Income received for services provided is accounted for on an accruals basis.

Cash donations, gifts and legacies are included in full in the income and expenditure account as they are received. Any significant non-cash donations are included in the income and expenditure account at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Grants and other funding of a revenue nature are deferred and released to the income and expenditure account over the period to which they relate.

Bank interest is included in the income and expenditure account on an accruals basis.

Expenditure
Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable activities expenditure comprises those costs incurred in the delivery of the company's activities. It includes both costs that can be attached directly to such activities and those costs of an indirect nature necessary to support them. Indirect support costs are apportioned on a consistent basis.

continued...

1. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Support costs have been allocated between management and staff, finance, human resources, property rent and repairs, other office costs and governance costs.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Support costs have been apportioned based on individual grants awarded compared to overall grants awarded. The allocation of support costs is analysed in the notes to the financial statements.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- Straight line over 15 years
Plant and machinery	- 2% - 50% straight line
Motor vehicles	- 25% on cost

Expenditure of a capital nature is capitalised when the expended amount per item is over £200.

Taxation
The company is a U.K. registered charity and is considered to pass the tests set out in Paragraph 1, Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income and gains are applied exclusively to charitable purposes charity.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

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 the Statement of Financial Activities.

continued...

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	18,153	7,390

In 2023, £18,153, of the total donation's income was attributable to unrestricted income funds (2022: £7,390) with the remaining balance of £nil (2022: £nil) adding to restricted funds.

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	1,356	31

4. INCOME FROM CHARITABLE ACTIVITIES

	Health and Wellbeing	Education and Employment	Community and Inclusion
	£	£	£
Charitable activities	-	213,310	124,735
Furlough grant	-	-	-
Grants	77,072	380,381	326,905
	77,072	593,691	451,640

	Core and Other	2023 Total activities	2022 Total activities
	£	£	£
Charitable activities	17,058	355,103	333,929
Furlough grant	-	-	44
Grants	90,073	874,431	1,044,220
	107,131	1,229,534	1,378,193

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Premier League Kicks	247,616	204,123
Premier League Primary Stars / School Sport	150,000	140,000
NCS	85,841	337,681
Other Grants	35,572	7,944
Premier League Inspires	75,000	70,000
Premier League Kicks Targeted	23,147	45,000
Premier League Core Funding	54,500	65,000
Tigers Together	7,355	-
Tigers Team Mates	7,000	35,796
Holiday Action Fund	38,042	29,434
Carried forward	724,073	934,978

continued...

4. INCOME FROM CHARITABLE ACTIVITIES - continued

	2023	2022
	£	£
Brought forward	724,073	934,978
Kickstart Scheme	-	19,432
Training Ground	-	12,725
Care To Dream	-	450
Active Through Football	38,176	5,154
Change Makers	1,288	7,000
Tigers Pathways (ESIF)	45,126	58,487
Waiting Well	24,675	5,994
USW	23,127	-
Youth Justice	16,966	-
Premier League Women & Girls	1,000	-
	874,431	1,044,220

5. RAISING FUNDS

Other trading activities

	2023	2022
	£	£
Bad debts	-	4,487

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Health and Wellbeing	56,440	1,247	57,687
Education and Employment	511,038	25,538	536,576
Community and Inclusion	412,431	13,209	425,640
Core and Other	124,984	78,559	203,543
	1,104,893	118,553	1,223,446

continued...

7. SUPPORT COSTS

	Finance	Property & rent	Other office costs	Governance costs	Totals
	£	£	£	£	£
Health and Wellbeing	-	-	1,247	-	1,247
Education and Employment	65	-	25,473	-	25,538
Community and Inclusion	2,189	-	11,020	-	13,209
Core and Other	311	9,981	32,774	35,493	78,559
	2,565	9,981	70,514	35,493	118,553

8. NET INCOME/(EXPENDITURE)

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

	2023	2022
	£	£
Depreciation - owned assets	5,090	8,121

9. AUDITORS' REMUNERATION

	2023	2022
	£	£
Fees payable to the charity's auditors and their associates for the audit of the charity's financial statements	8,636	8,823

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2023 nor for the year ended 31 August 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2023 nor for the year ended 31 August 2022.

continued...

11. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	895,067	949,536
Social security costs	61,724	63,073
Other pension costs	15,729	18,246
	972,520	1,030,855

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

	2023	2022
Line Management	-	9
Delivery Staff	-	50
	57	59

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

	2023	2022
£70,001 - £80,000	1	1

The trustees consider the board of trustees, the community manager and Chief Executive Officer as comprising the key management personnel of the charity in charge of directing, controlling and operating the charity on a day to day basis. All trustees give their time freely and no trustee remuneration was paid in the period. The total remuneration and other benefits (including employer contributions) paid on behalf of key management personnel for their services to the charity was £78,597 (2022: £78,234).

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	7,390	-	7,390
Charitable activities			
Health and Wellbeing	33,664	29,432	63,096
Education and Employment	-	815,121	815,121
Community and Inclusion	115,470	254,662	370,132
Core and Other	129,844	-	129,844
Investment income	31	-	31
Other income	10,739	10,938	21,677
Income from commercial operations	167,882	-	167,882
Total	465,020	1,110,153	1,575,173
EXPENDITURE ON			
Raising funds	-	4,487	4,487
Charitable activities			
Health and Wellbeing	34,524	14,839	49,363

continued...

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
Education and Employment	811	662,683	663,494
Community and Inclusion	94,827	226,550	321,377
Core and Other	232,234	-	232,234
Expenditure from commercial operations	167,206	-	167,206
Total	529,602	908,559	1,438,161
NET INCOME/(EXPENDITURE)	(64,582)	201,594	137,012
Transfers between funds	204,540	(204,540)	-
Net movement in funds	139,958	(2,946)	137,012
RECONCILIATION OF FUNDS			
Total funds brought forward	237,510	125,648	363,158
TOTAL FUNDS CARRIED FORWARD	377,468	122,702	500,170

13. TANGIBLE FIXED ASSETS

GROUP

	Long leasehold improvement £	Plant and machinery £	Totals £
COST			
At 1 September 2022	38,676	171,542	210,218
Additions	-	34,592	34,592
At 31 August 2023	38,676	206,134	244,810
DEPRECIATION			
At 1 September 2022	15,548	171,329	186,877
Charge for year	2,594	2,495	5,089
At 31 August 2023	18,142	173,824	191,966
NET BOOK VALUE			
At 31 August 2023	20,534	32,310	52,844
At 31 August 2022	23,128	213	23,341

continued...

13. TANGIBLE FIXED ASSETS

CHARITY

	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 September 2022	141,663	15,600	157,263
Additions	-	34,000	34,000
At 31 August 2023	141,663	49,600	191,263
DEPRECIATION			
At 1 September 2022	141,492	15,600	157,092
Charge for year	171	2,267	2,438
At 31 August 2023	141,663	17,867	159,530
NET BOOK VALUE			
At 31 August 2023	-	31,733	31,733
At 31 August 2022	171	-	171

continued...

14. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2022 and 31 August 2023	100
NET BOOK VALUE	
At 31 August 2023	100
At 31 August 2022	100

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies comprise the following:

The Tigers Trust Arena Limited
Registered office: The Tigers Trust Arena, Walton Street, Hull, England, HU3 6GA
Nature of business: Hiring of facilities.

Class of share:	% Holding
Ordinary	100

	2023 £	2022 £
Aggregate capital and reserves	6,858	9,143
Profit/(Loss) for the year	(2,285)	(4,048)

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	11,476	24,081	3,416	18,700
Other debtors	579	576	91	-
VAT	-	-	-	-
Amounts owed by group undertakings	-	-	94,810	95,130
Prepayments and accrued income	39,054	140,045	38,056	139,098
	51,109	164,702	136,373	253,149

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	10,603	31,020	9,115	34,890
VAT	5,108	3,779	-	-
Other creditors	8,687	12,496	8,743	12,148
Accruals and deferred income	268,885	269,321	236,235	237,557
	293,283	316,616	254,093	286,595

Deferred income totalling £200,782 (2022: £192,658) relates to projects continuing or commencing after the year ended 31st August 2023.

continued...

17. MOVEMENT IN FUNDS

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.23 £
Unrestricted funds				
General fund	374,182	(42,017)	97,790	429,955
Kickstart Scheme	3,286	-	-	3,286
USW Foundation Degree	-	11,405	(2,313)	9,092
Tigers Together	-	(2,216)	2,507	291
Tigers Team Mates	-	5,330	(3,942)	1,388
	377,468	(27,498)	94,042	444,012
Restricted funds				
Premier League Kicks	54,983	572	(24,310)	31,245
Primary Stars	9,802	33,641	(31,712)	11,731
Premier League Senior Schools HUB	10,733	-	-	10,733
NCS	6,771	8,035	(9,995)	4,811
Premier League Inspires	105	12,780	(11,619)	1,266
Premier League Kicks Targeted	3,233	5,688	(2,315)	6,606
Active Through Football	-	5,619	(3,536)	2,083
Change Makers	-	1,272	(129)	1,143
Holiday Action Fund	32,159	13,065	(3,804)	41,420
Tigers Pathways (ESIF)	4,916	(4,218)	(4,513)	(3,815)
PAC2	-	313	(313)	-
Premier League Women & Girls	-	1,000	(100)	900
Youth Justice	-	6,453	(1,696)	4,757
	122,702	84,220	(94,042)	112,880
TOTAL FUNDS	500,170	56,722	-	556,892

continued...

17. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	467,082	(509,099)	(42,017)
USW Foundation Degree	23,127	(11,722)	11,405
Tigers Together	7,355	(9,571)	(2,216)
Tigers Team Mates	7,000	(1,670)	5,330
	504,564	(532,062)	(27,498)
Restricted funds			
Premier League Kicks	247,616	(247,044)	572
Primary Stars	317,110	(283,469)	33,641
NCS	85,841	(77,806)	8,035
Premier League Inspires	126,998	(114,218)	12,780
Premier League Kicks Targeted	23,146	(17,458)	5,688
Active Through Football	38,177	(32,558)	5,619
Change Makers	1,288	(16)	1,272
Holiday Action Fund	38,042	(24,977)	13,065
Tigers Pathways (ESIF)	45,125	(49,343)	(4,218)
PAC2	3,163	(2,850)	313
Premier League Women & Girls	1,000	-	1,000
Youth Justice	16,966	(10,513)	6,453
	944,472	(860,252)	84,220
TOTAL FUNDS	1,449,036	(1,392,314)	56,722

continued...

17. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.21 £	Net movement in funds £	Transfers between funds £	At 31.8.22 £
Unrestricted funds				
General fund	234,224	(82,968)	222,926	374,182
Kickstart Scheme	3,286	3,201	(3,201)	3,286
USW Foundation Degree	-	(811)	811	-
Tigers Together	-	(753)	753	-
Tigers Team Mates	-	16,749	(16,749)	-
	237,510	(64,582)	204,540	377,468
Restricted funds				
Premier League Kicks	55,480	19,859	(20,356)	54,983
Primary Stars	32,568	6,387	(29,153)	9,802
Premier League Senior Schools HUB	14,806	718	(4,791)	10,733
NCS	-	120,689	(113,918)	6,771
Premier League Inspires	-	7,338	(7,233)	105
Premier League Kicks Targeted	-	7,733	(4,500)	3,233
Training Ground	2,286	(166)	(2,120)	-
Active Through Football	-	515	(515)	-
Change Makers	-	890	(890)	-
Holiday Action Fund	20,508	14,594	(2,943)	32,159
Tigers Pathways (ESIF)	-	23,037	(18,121)	4,916
	125,648	201,594	(204,540)	122,702
TOTAL FUNDS	363,158	137,012	-	500,170

continued...

17. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	403,791	(486,759)	(82,968)
Kickstart Scheme	19,433	(16,232)	3,201
USW Foundation Degree	1	(812)	(811)
Tigers Together	6,000	(6,753)	(753)
Tigers Team Mates	35,795	(19,046)	16,749
	465,020	(529,602)	(64,582)
Restricted funds			
Premier League Kicks	204,509	(184,650)	19,859
Primary Stars	296,033	(289,646)	6,387
Premier League Senior Schools HUB	47,906	(47,188)	718
NCS	339,431	(218,742)	120,689
Premier League Inspires	72,333	(64,995)	7,338
Premier League Kicks Targeted	45,000	(37,267)	7,733
Training Ground	(57)	(109)	(166)
Active Through Football	5,150	(4,635)	515
Change Makers	7,000	(6,110)	890
Holiday Action Fund	29,434	(14,840)	14,594
Tigers Pathways (ESIF)	63,414	(40,377)	23,037
	1,110,153	(908,559)	201,594
TOTAL FUNDS	1,575,173	(1,438,161)	137,012

continued...

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.21 £	Net movement in funds £	Transfers between funds £	At 31.8.23 £
Unrestricted funds				
General fund	234,224	(124,985)	320,716	429,955
Kickstart Scheme	3,286	3,201	(3,201)	3,286
USW Foundation Degree	-	10,594	(1,502)	9,092
Tigers Together	-	(2,969)	3,260	291
Tigers Team Mates	-	22,079	(20,691)	1,388
	237,510	(92,080)	298,582	444,012
Restricted funds				
Premier League Kicks	55,480	20,431	(44,666)	31,245
Primary Stars	32,568	40,028	(60,865)	11,731
Premier League Senior Schools HUB	14,806	718	(4,791)	10,733
NCS	-	128,724	(123,913)	4,811
Premier League Inspires	-	20,118	(18,852)	1,266
Premier League Kicks Targeted	-	13,421	(6,815)	6,606
Training Ground	2,286	(166)	(2,120)	-
Active Through Football	-	6,134	(4,051)	2,083
Change Makers	-	2,162	(1,019)	1,143
Holiday Action Fund	20,508	27,659	(6,747)	41,420
Tigers Pathways (ESIF)	-	18,819	(22,634)	(3,815)
PAC2	-	313	(313)	-
Premier League Women & Girls	-	1,000	(100)	900
Youth Justice	-	6,453	(1,696)	4,757
	125,648	285,814	(298,582)	112,880
TOTAL FUNDS	363,158	193,734	-	556,892

continued...

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	870,873	(995,858)	(124,985)
Kickstart Scheme	19,433	(16,232)	3,201
USW Foundation Degree	23,128	(12,534)	10,594
Tigers Together	13,355	(16,324)	(2,969)
Tigers Team Mates	42,795	(20,716)	22,079
	969,584	(1,061,664)	(92,080)
Restricted funds			
Premier League Kicks	452,125	(431,694)	20,431
Primary Stars	613,143	(573,115)	40,028
Premier League Senior Schools HUB	47,906	(47,188)	718
NCS	425,272	(296,548)	128,724
Premier League Inspires	199,331	(179,213)	20,118
Premier League Kicks Targeted	68,146	(54,725)	13,421
Training Ground	(57)	(109)	(166)
Active Through Football	43,327	(37,193)	6,134
Change Makers	8,288	(6,126)	2,162
Holiday Action Fund	67,476	(39,817)	27,659
Tigers Pathways (ESIF)	108,539	(89,720)	18,819
PAC2	3,163	(2,850)	313
Premier League Women & Girls	1,000	-	1,000
Youth Justice	16,966	(10,513)	6,453
	2,054,625	(1,768,811)	285,814
TOTAL FUNDS	3,024,209	(2,830,475)	193,734

Transfers between funds

The transfers between funds relate to excess income on specific projects which have been delivered, together with an allocation to specific projects which require additional funding.

continued...

18. EMPLOYEE BENEFIT OBLIGATIONS

During the period the charitable company paid £14,611 (2022: £17,055) into defined contribution schemes. The expense and liability are allocated between unrestricted and restricted funds based on employee's time between projects. There was £6,750 outstanding at the period end (2022: £7,809).

19. CONTINGENT LIABILITIES

The company is limited by members' guarantees and therefore has no share capital.

In the case of a winding-up, members have undertaken to contribute to the charity's assets to a maximum of £10 per member. The total number of members as at 31st August 2023 was four.

20. RELATED PARTY DISCLOSURES

Owing to the nature of the Charity's operations and the composition of the board of trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Charity's normal procurement procedures.

During the year ended 31st August 2023, there were no further related party transactions other than key management remuneration and transactions with the subsidiary company, The Tigers Trust Arena Limited.

Key management remuneration is disclosed in note 9.

The charity owns the whole of the issued ordinary share capital of The Tigers Trust Arena Limited, a company registered in England. All activities have been consolidated on a line by line basis in the Statement of Financial Activities. A summary of the results of the subsidiary is shown below:

	Total 2023	Total 2022
	£	£
Turnover	177,882	141,665
Cost of sales	(18,030)	(11,476)
Gross profit	159,852	130,189
Administrative expenses	(162,338)	(160,454)
Other operating income	200	26,217
Net profit/(loss)	(2,286)	(4,048)
The aggregate of the assets, liabilities and funds was:		
Assets	140,369	147,097
Liabilities	(133,511)	(137,954)
Aggregate called up share capital and reserves	6,858	9,143

continued...

21. NET INCOMING RESOURCES OF PARENT CHARITABLE COMPANY

As permitted by Section 408 of the Companies Act 2006, the statement of Financial Activities of the parent charitable company is not presented as part of these financial statements. The parent charitable company's net incoming resources for the year to 31st August 2023 was £59,008 (2022: £141,060).

TIGERS SPORT AND EDUCATION TRUST

England & Wales - Charity number 1092287

Accounts

REGISTERED COMPANY NUMBER: 04320313 (England and Wales)
REGISTERED CHARITY NUMBER: 1092287

Report of the Trustees and

Audited Consolidated Financial Statements for the Year Ended 31 August 2022

for

Tigers Sport and Education Trust

Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Tigers Sport and Education Trust

Contents of the Financial Statements
for the Year Ended 31 August 2022

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The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity for the period 1st September 2021 to 31st August 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and public benefit

The charity's objects are for the benefit of the public generally and in particular, the inhabitants of East Yorkshire and Humberside and its surrounding areas. The Trustees have considered the Commission's guidance on public benefit and are of the opinion that it is fulfilled by the charity's continued pursuit of the following objectives: -

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health;

- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;

- to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity including (but not restricted to) through the use of the game of football (including its history and rules) and other sports activities as educational tools and, in furtherance of such object, through the provision of facilities at the KCOM Stadium (or such other facility occupied by Hull City AFC) for meetings, lectures and classes for the benefit of such persons; and

- 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.

STRATEGIC REPORT

Achievement and performance

Charitable activities

For over 30 years, the Tigers Sport and Education Trust has been a recognised provider of Sport and Education across Hull and East Riding of Yorkshire. Governed by a Board of Trustees and funded by the EFL Trust and Premier League, the Trust's priority is a high standard of organisation and quality delivery within the Sports Development and Education sector.

During this period the programme delivery supported the following:
- Active Through Football (targeting inactive BAME and 16-19 year olds)
- Adults
- Care leavers
- Community centres & libraries
- Community food banks and food swaps
- Employment and Training Activity
- Football Centres (weekends and holidays)
- Health & wellbeing walks and activities
- Holiday Activity
- NCS - residential and social action
- Physical activity for our local people with disabilities
- Physical and social activity for our international communities
- Physical, educational and social care activity across our communities
- Primary schools
- Secondary schools
- Senior Tigers
- Tackling loneliness and isolation
- Targeted Youth Work
- Vulnerable adults
- Vulnerable Exploited Missing and Trafficked
- Waiting Well (working as part of a consortium to co-ordinate and support people on waiting lists)
- Walking Footballers 55+
- Women and girls football
- Young people across a range of settings

The Tigers Sport and Education Trust reached the milestone of 30 years amidst the 2020 pandemic and season, we continued to support those across our Hull and East Yorkshire communities. Starting as Football in the Community Project in the early 90's the Trust has developed and grown to extend its offer beyond the 90 minutes on the football pitch through the power of the Hull City Tigers badge. The Trust (now a charity) is based at the Tigers Trust Arena on West Park, Hull supporting c30,000 people a year which has continued throughout the pandemic. Always priding ourselves on being creative and innovative in order to continue to adapt to the ever changing operating landscape. We are essentially a small charity with a big heart.

The team has continued to go above and beyond throughout 2021-2022 to strengthen the Trust's reach across the communities of Hull and East Riding of Yorkshire. We continue to be very proud of the amazing outcomes they deliver and the huge difference they make to so many lives across our communities. The team in the Trust continue to inspire and create ways to engage and support so many people in so many ways. The Trust has repositioned itself firmly as a credible organisastion supporting the improved health and well-being for so many people. The last few years have seen the Trust mature in its ability to respond to the emerging needs for our local communities and we strengthened our Board of Trustees during 2022, with two new Trustees joining including the Head of Commercial, Joseph Clutterbrook who is now the representative from the Club and a new member joining from the commercial world, Nick Rennardson. Our Trustees effectively govern and guide the CEO and Executive Team through a structure of Board and Sub-Board meetings and our 39 passionate people deliver across key areas in line with our strategy and key objectives:

- Working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision
- Improving the health and wellbeing of our local communities through activities which promote safe, healthy and happy lifestyles

- Creating the opportunity to raise educational attainment and promote a value of lifelong learning, whilst increasing access to the 'world of work' through the creation of pathways promotion of opportunities through the interaction with employers and entrepreneurs.
- Connecting and Collaborating with Key Stakeholders to maximise our impact and resources by delivering together for the benefit of the local communities.

The key priorities for the organisation have been to continue operations and deliver services to those in need across our communities in the wake of the pandemic and mobilise 'business as usual' as much as possible. This year has seen increased collaboration with a range of organisations from across the voluntary and community sector and public sector, which has mobilised 'pilot' work to support the more vulnerable in our communities, such as Waiting Well, a collaboration with Forum, Hull KR, Hull FC and Fitmums to support those people with extended waiting times for treatment with the NHS.

The CEO has continued to drive the change required amidst an increasingly challenging operational landscape and now represents the Trust on a range of strategic forums, boards and networks. 2022 also saw the start of the Active Through Football programme in Hull, the Trust being the key delivery partner and part of a wider consortium delivering a range of engagement events to increase activity levels across Hull. The Trust has strengthened its position as a key provider of services and activities to support improved health and wellbeing in order to create active, healthy and happy communities who are engaged in learning, training and employment; aligned with the Trust's Vision, Mission and strategic objectives.

Continuous improvement has been achieved across operational, management and governance structures; with excellent progress made by the Trust in relation to the Capability Code of Practice Framework.

The challenges relating to the Arena have continued. During 2022 the Club ownership changed and the direct financial support which had been agreed to help through the pandemic period for the Arena ceased. However, the new ownership is very supportive of the Trust and is providing financial support in relation to the increased energy costs of the Arena and continue to provide free tickets for our participants for designated games, in addition to the Club representative joining the Board of Trustees. The Trust continue to value close working relationships with the Club and opportunities to work together.

Following the uncertainty of the pandemic, building business and increasing footfall have been priorities – which to a greater extent have happened. Footfall in the Arena has returned to pre-pandemic levels, however, the challenges of no outdoor space since the pitches were condemned in 2021 continues. The Trust continues to turn business away as it is unable to offer safe and quality outside pitches. The CEO continues to be involved in the discussions relating to the potential development of the wider site, including the MKM Stadium and hopes 2023 will bring clarity on proposals for this development. In the meantime, the Arena has increased footfall through expanding the 'party' offer, delivering the Trust Football Centres and Saturday morning offer, holiday activity and linking with schools and various tournaments; the Hull City Academy continue to use the Arena as part of their operational space.

TIGERS TRUST
IN THE COMMUNITY

OUR VISION

Inspired and integrated communities, living active, healthy and happy lives.

OUR MISSION

We dare to inspire, engage and improve our communities, through sport, active participation and education; providing opportunities and removing barriers; supporting and raising aspirations and helping people to lead healthy and happy lives because we care and because we can.

OUR VALUES

Fun - We believe fun should be central to all we do.

Ambitious - We strive to be the best in everything we do.

Inspiring - We seek to be positive role models in all we do.

Respectful - We treat everyone with respect.

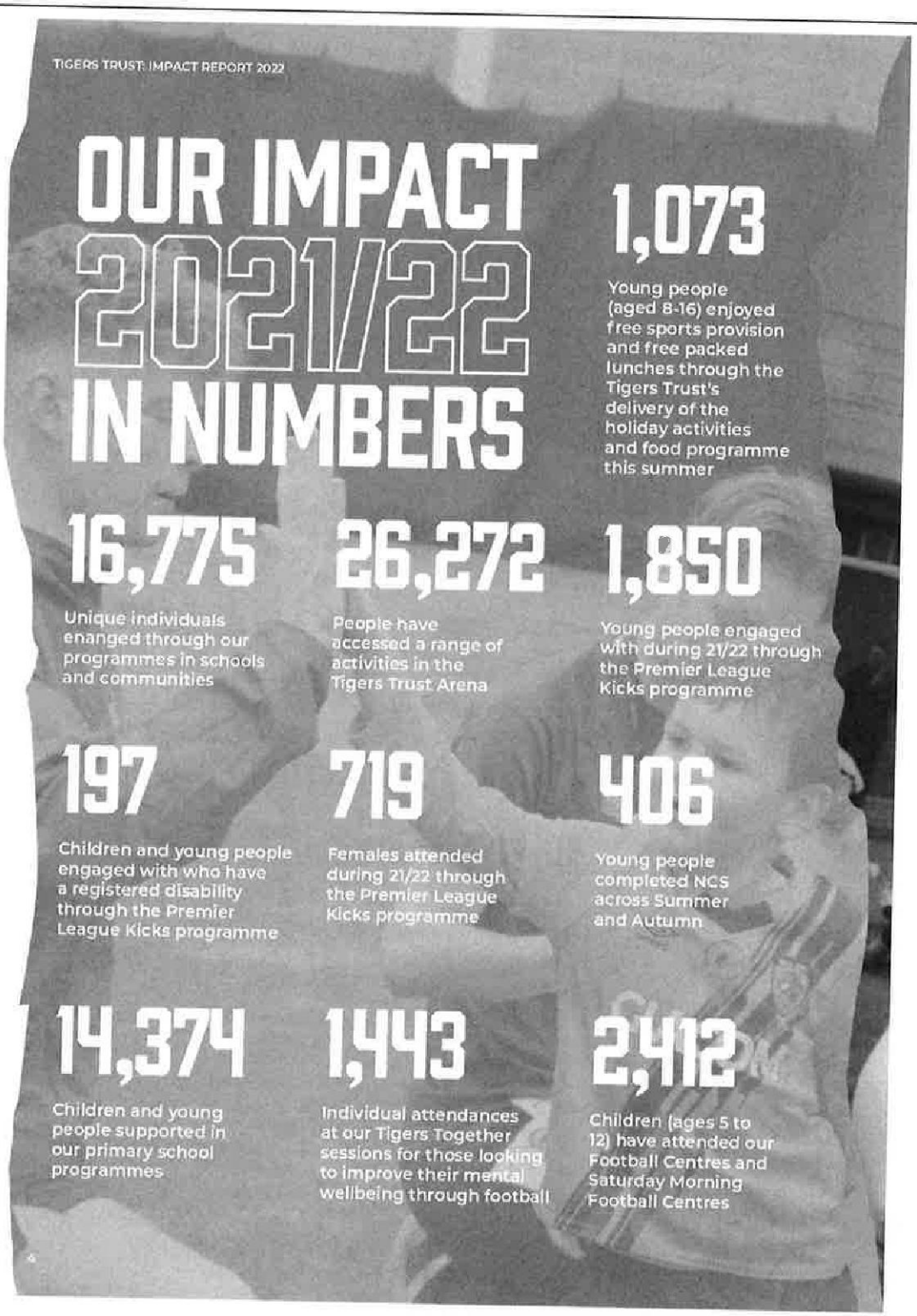
Passionate - We care passionately about our community.

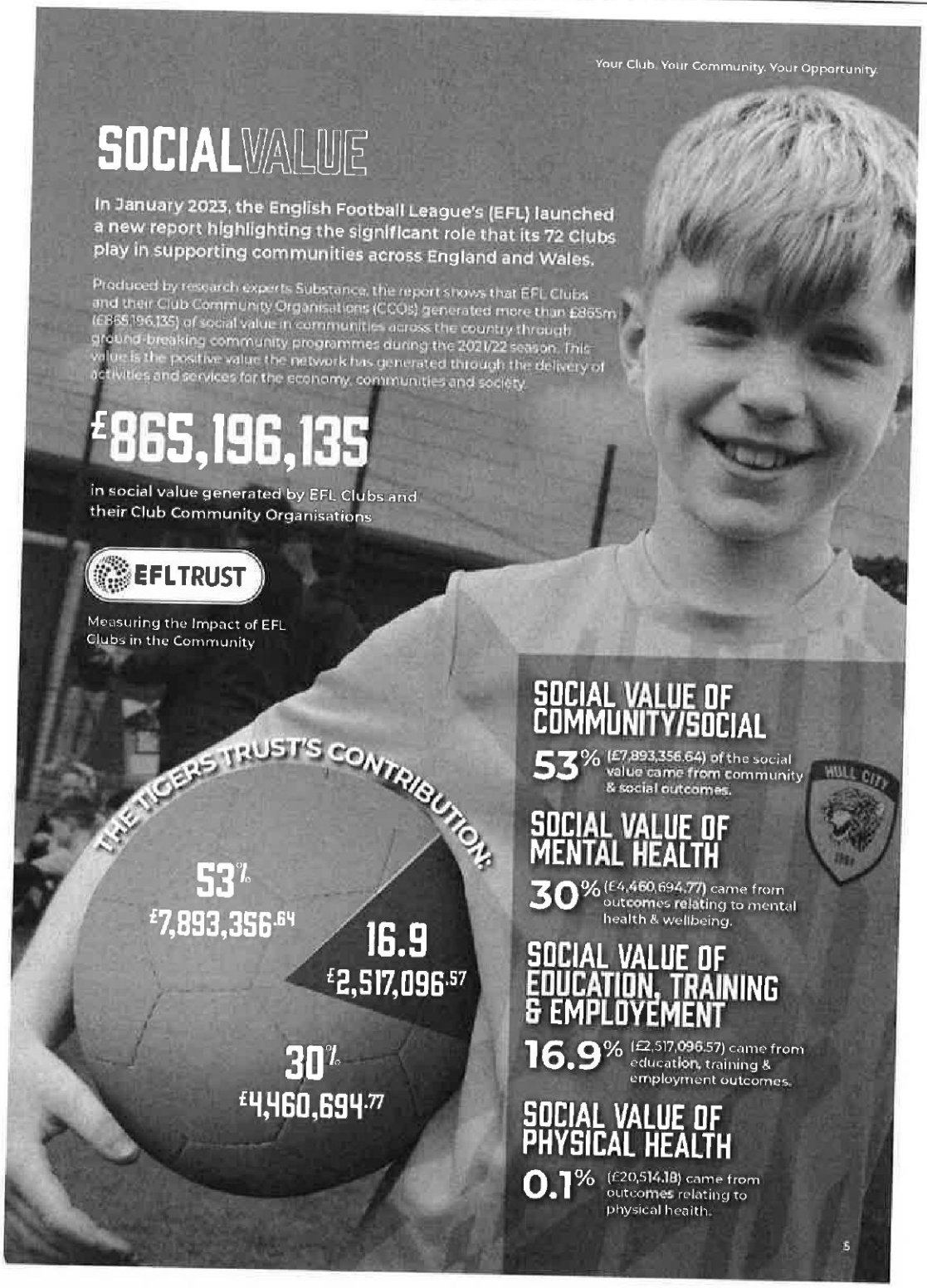
Inclusive - We seek inclusivity in all we do.



Your Club. **Your Community.** Your Opportunity.

OUR PROGRAMMES:	OUR KEY OBJECTIVES: 1. INSPIRING OUR COMMUNITIES	2. IMPROVING HEALTH & WELLBEING	3. CREATING EDUCATION & EMPLOYMENT OPPORTUNITIES
1. Primary Schools:			
PL Primary Stars	✓	✓	✓
Holiday Football Centres	✓	✓	✓
Saturday Football Centres	✓	✓	
2. School Hubs & Education:			
Inspires	✓	✓	✓
SEED		✓	
DKH	✓	✓	✓
Changemakers	✓	✓	✓
USW Foundation Degree	✓		✓
3. Social Inclusion:			
Kicks	✓	✓	✓
Targeted Kicks	✓	✓	✓
Tigers Team Mates (Tackling Loneliness & Isolation)		✓	
Tigers Together	✓	✓	
Detached Youth Work	✓	✓	✓
Disability Sports		✓	
Healthy Holiday Activity (HAF)	✓	✓	
Waiting Well		✓	
Active Through Football	✓	✓	
4. NCS			
NCS Summer	✓	✓	✓
NCS Autumn	✓	✓	✓
Skills Boosters	✓	✓	✓


TIGERS TRUST IMPACT REPORT 2022
OUR IMPACT 2021/22 IN NUMBERS
1,073
Young people (aged 8-16) enjoyed free sports provision and free packed lunches through the Tigers Trust's delivery of the holiday activities and food programme this summer
16,775
Unique individuals enanged through our programmes in schools and communities
26,272
People have accessed a range of activities in the Tigers Trust Arena
1,850
Young people engaged with during 21/22 through the Premier League Kicks programme
197
Children and young people engaged with who have a registered disability through the Premier League Kicks programme
719
Females attended during 21/22 through the Premier League Kicks programme
406
Young people completed NCS across Summer and Autumn
14,374
Children and young people supported in our primary school programmes
1,443
Individual attendances at our Tigers Together sessions for those looking to improve their mental wellbeing through football
2,412
Children (ages 5 to 12) have attended our Football Centres and Saturday Morning Football Centres


Your Club. Your Community. Your Opportunity.
SOCIALVALUE
In January 2023, the English Football League's (EFL) launched a new report highlighting the significant role that its 72 Clubs play in supporting communities across England and Wales.
Produced by research experts Substance, the report shows that EFL Clubs and their Club Community Organisations (CCOs) generated more than £865m (£865,196,135) of social value in communities across the country through ground-breaking community programmes during the 2021/22 season. This value is the positive value the network has generated through the delivery of activities and services for the economy, communities and society.
£865,196,135
in social value generated by EFL Clubs and their Club Community Organisations
EFLTRUST
Measuring the Impact of EFL Clubs in the Community
THE TIGERS TRUST'S CONTRIBUTION:
53%
£7,893,356.64
16.9
£2,517,096.57
30%
£4,460,694.77
SOCIAL VALUE OF COMMUNITY/SOCIAL
53% (£7,893,356.64) of the social value came from community & social outcomes.
SOCIAL VALUE OF MENTAL HEALTH
30% (£4,460,694.77) came from outcomes relating to mental health & wellbeing.
SOCIAL VALUE OF EDUCATION, TRAINING & EMPLOYEMENT
16.9% (£2,517,096.57) came from education, training & employment outcomes.
SOCIAL VALUE OF PHYSICAL HEALTH
0.1% (£20,514.18) came from outcomes relating to physical health.
HULL CITY
5

Case Studies

Primary Stars

This academic year, the Tigers Trust have provided targeted interventions to Bacon Garth Primary School. As part of the Primary Stars programme class teachers are supported to provide additional help to children who require it. One of the children supported recently is Max. The school recognised that Max could benefit from a positive role model from the Tigers Trust due to his interest in sport. He sometimes struggles to remain engaged in the lessons and often gets distracted. As a result of this, school staff asked Trust staff to work with Max each week to provide him with 1 to 1 support. This helped Max as he felt he had someone there to support him and help him remain on task.

When Max was asked about how he felt having Tigers Trust staff in his lessons with him, he said:
"I really look forward to coming into school on Wednesdays because I work with Ryan. He helps me with my work and plays football with me at playtime".

During the early stages of the intervention, Max still struggled to remain on task. However, as weeks progressed, he began to improve with this and found it easier to concentrate. Over time, Max started to finish work faster than his peers and move onto harder tasks which demonstrates how much he has progressed.



Max often asks if Trust staff can join him at play time and lunchtimes. He is now taking part in many games during break times and playing with his friends as a result of his new-found confidence.

Mrs Wright, one of Max's teachers, said this about his progress:
"Max has gained confidence and it is nice for him to have a male role model at school. He remains on task more often and is sometimes asking for extra work. He seems to really enjoy Ryan and the Tigers Trust coming into school."

Our staff thoroughly enjoy supporting Max and seeing him develop and display such positive behaviours has been incredibly rewarding.

Inspires

Lilly is a Year 10 student who lacks self-confidence and has little belief in herself. She struggles with friendship groups from time to time and is known for inconsistent attendance.

Hannah first came into contact with Lilly during the first term of Year 9 when she was selected to take part in the Inspires programme with Tigers Trust. Despite the programme being aimed at attempting to get students to step out of their comfort zones, in turn increasing students' confidence, Lilly remained quite shy, somewhat introvert and apprehensive when joining in some of the activities throughout the programme. Even though Lilly did not thrive as much as others, the programme instilled the start of an excellent rapport between Lilly and Hannah.

Lilly was someone who came to mind again when Tigers Trust mentioned a new programme (PL Changemakers) to the pastoral team. Lilly's Head of Year thought Lilly would be an ideal student and would certainly benefit from attending the twelve-week programme. Changemakers allowed the girls to explore their own identities, realise all the strengths they already possessed, discuss body image and how society paints a false picture of the woman's body, managing emotions, leadership and positive role models.

Hannah has seen a noticeable difference in how Lilly has responded and approached these sessions despite some areas being sensitive in nature. Lilly has fully engaged, openly contributed to group discussions and even shared her own personal experiences with the rest of the group and her confidence has come on leaps and bounds.



Lilly's thoughts on engagement with changemakers:
"I really like Hannah's sessions; it is my favourite lesson and I look forward to going each week. They have helped my confidence which has made coming to school better and made me have a good attendance. The sessions have made me feel less body conscious and happier in my own skin."

Mrs Hall's (Head of Year 10) feedback:
"Before Lilly started sessions with Hannah, she was a persistent absentee. This year Lilly has not had a day off. I have seen Lilly's confidence grow. She always looks forward to the group which is brilliant to see."

Lilly has come a long way since Year 9 and Hannah has loved seeing the positive transformation Lilly has made. Lilly has come away from the Changemakers programme feeling happier with the individual she is, realising that she has a lot more positive traits than negative and with a newfound confidence. Hannah hopes Lilly continues to maintain her outstanding attendance and positive mindset throughout the rest of KS4 ensuring her academic performance will continue to be at its best so she can go on to pursue whatever she wants to after school.

University of South Wales (USW)

Mitchell Waller is a first-year student on the Foundation Degree course in Community Football Coaching and Development. The degrees are facilitated by Tigers Trust in partnership with the EFL Trust, but content constructed and qualifications awarded by the University of South Wales.
Mitchell was a focused student at a local sixth form and obtained high grades from his A-level studies. He approached the Trust about the degrees having seen an advert on social media. It was clear that Mitchell had a wealth of experience both in coaching and refereeing in the local Hull and East Riding football leagues but wanted to take his education and experience in this area to the next level.

The Trust invited Mitchell in for a conversation about the degrees to discuss his aspirations and reasons for studying the course.

Mitchell said:
"I wanted to be able to stay close to home, and I already had commitments to refereeing and coaching football which I didn't want to leave behind to go away to university, so this course was perfect in that it allowed me to stay doing those things and get a degree in the area I want to go into. I also can't cook so staying at home was best bet for me!"

The courses themselves are delivered via a blended learning approach where all lectures are pre-recorded at the University by module tutors and then delivered by a club mentor who also then facilitates group conversation and tasks. Currently being a small cohort on the first year programme, students are afforded dedicated support from the mentor, something a conventional university course and environment may not offer students.

To date Mitchell has advanced his knowledge through the studies undertaken so far but has also gained significant experience in the field through the mandatory weekly placement time. The Trust have so far facilitated Mitchell joining the team on the Primary Stars programme at St Nicholas Primary School in Hull, as well as starting new placement time at the University of Hull Kicks session and Walking Football session at the Tigers Trust Arena. Mitchell has also gone above and beyond during his time studying with the Trust. He continues to run a weekly futsal club at one of the Trust's partner secondary schools and has helped at events such as the Hull City Christmas meal, dressing up as club mascot Roary The Tiger for younger children.

Mitchell shared some thoughts with staff on his experiences of placement. He said:
"The practical placement has been really good to gain different experiences across a wide range of areas. I'm considering PE teaching as a career so to have the experience in school is really beneficial for me".

Mitchell's key aims are to show himself as a strong candidate to undertake the UEFA 'B' License which only selected students across the network can access in Year 3 of the degree course. His dedication and outcomes of assessments so far are a positive step towards him achieving this goal. He also aspires to become a PE teacher and will gain further experience of this area during Years 2 and 3 of the programme of studies and through placement time with the Trust and other partners.

Mitchell is an asset to the Trust and the degree programme and highlights the calibre of student the Trust aims to continue to recruit for the degree pathways for 2023 and beyond.



Kasper Case Study

Kasper attends the Inclusive sessions which allows young people with disabilities the opportunity to engage in sport within an inclusive setting. The project wants all participants to walk away after the sessions with smiles on their faces and to have had a great time during the session.

Kasper first started attending the Able and Active program back in 2016 where he was a shy individual who wouldn't want to speak to any coaches or participants. Week in, week out Kasper's confidence slowly started to grow with the support of the Tigers Trust staff. Kasper had the experience of meeting the previous Hull City player Moses Odubajo who he met in 2016 when the player played for Hull City.



Kasper's journey through the Tigers Trust program continues to help and support him grow as an individual and with his team skills. Kasper has been able to build upon his skills which he has built up within the Tigers Trust sessions and help support other participants during sessions. The Tiger's Trust support has enabled him to progress onto joining a football team, Barton Town Inclusive, now taking part in progressing onto playing competitive football. Kasper's confidence and skills learnt through attending Tigers Trust provision have also equipped him in volunteering for Barton Town Inclusive and being a real role model to other young people and in particular other young people with special educational needs and disabilities.

Kasper's confidence has continued to grow, and this has since seen his positive contributions and efforts rewarded by being given the opportunity to become a Match Ball Assistant at the Hull City Home games, which he has grabbed with both hands having been an avid Hull City fan. Kasper's involvement with Match Ball Assistants has enabled him to make new friends and be put out of his comfort zone by asking the crowd for the football back if it gets kicked into the stands. Kasper absolutely lives and breathes football and always analyses every pass, touch, movement and shot when providing his assistance on a Saturday afternoon. Every time the ball goes out of play into the South Stand walkway, Kasper energetically gets up to retrieve the ball and gives it to his role models and idols. This opportunity has enabled Kasper to continue to develop his confidence but also given him the chance to experience something new.

With Kasper's involvement within the match ball assistants, he has been recognised by others as a role model and those individuals have now gone on and asked to be a part of match ball assistant program on a match day. These individuals have since commented and stated that they have enjoyed their participation and would love to continue doing this on a regular basis. Kasper is now a key figure within the team on a match day and is seen as a reliable match ball assistant who is on hand to help whenever he can. His commitment to support the match day is second to none and he is a real credit to the Tigers Trust and himself.



Olly Burdett, Assistant Marcomms and Program Officer, had this to say about Kasper "*Kasper has impressed hugely as a Match Ball Assistant for Hull City this season. He's alert, attentive and incredibly quick to return the ball back to the players. Most importantly, Kasper is someone that you can always count on to do a good job and he always shows a keen eagerness and excitement to help.*

"It's extremely pleasing to see now that Kasper is able to help out on matchdays without one of the mentors sat by his side too, highlighting the development he's made throughout the season. He's definitely a role model for others to look up to."

Millie Sharp, Kicks Disability Lead Officer, had this to say about how Kasper's development has helped him continue to grow "*Kasper's eagerness to help others and those around him when at the Able and Active session is a credit to himself and he is growing to a great role model for the Tigers Trust and others around him too. He has also continued to impress with his contributions on a Hull City match day as a match ball assistant as his alertness and excitement has impressed us hugely and he has become a hugely reliable figure on a match day. Kasper can read the game of football and is ready to retrieve the ball at any point and is also not afraid of asking the crowd for the ball back quickly to give to the players, he is definitely someone who we can call a role model to others"*

"We will be forever indebted to Tigers Trust for taking Kasper under their wing. He was 7 years old when we discovered the turn up and play sessions at Tigers Trust. Access to sport in the community was life changing for Kasper, he went from being a timid, shy boy to the confident teen we see today. Despite playing competitive football elsewhere, Kasper still loves to attend Tigers Trust sessions not only to have fun and keep active but to maintain the friendships he has developed with staff and fellow attendees. Kasper was given the honour to represent his beloved club as an MBA, which he looks forward to immensely. We feel a great deal of pride as we watch from the stand our son carrying out his MBA duties with a massive level of professionalism and a great big smile on his face."
Chris and Jo Kasper's parents.

Kasper went on to say "*I have a great time at Tigers Trust. I have made some brilliant friends. One of the coaches sorted it out so I could be mascot on my 8th birthday. I didn't speak before football and now I help coach an under 12's team. all thanks to Tigers Trust showing me what I was capable of.*

Match Ball Assistant is a super important job, we keep the game moving and have to concentrate the whole time. I never thought I would be able to have such a special role in Hull City and I'm so happy that Tigers Trust helped me do that."

Financial review
Financial position
The principal funding sources are detailed in the Achievements and Performance Section of this report.

The group generated restricted income of £1,110,153 (2021 £1,021,364), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £908,559 (2021 £845,460). The restricted grants and their associated expenses are shown as restricted funds in the statement of financial activities.

The group generated unrestricted income of £465,020 (2021 £431,690), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £529,602 (2021 £462,402).

The net movement in funds for the period amounted to a surplus of £137,013 (2021 £145,192 surplus).

The group held fund balances at 31st August 2022 of £122,702 (2021 £125,648) of surplus restricted funds and £377,468 (2021 £237,510) of unrestricted funds.

Significant events during this period relate directly to the Covid-19 pandemic. The Trust carefully managed the situation as it impacted on activities, working closely with the Club, funders and stakeholders to effectively manage the emerging situation. Government support including the Job Retention Scheme (Furlough) and Business Rates reduction eased the immediate pressures. The Trust continued to review resources throughout the period, reviewing and consolidating staffing and resources throughout.

STRATEGIC REPORT

Financial review

Reserves policy

The trustees review the reserve levels of the charitable group and company annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The activities that the charitable group undertakes on a day-to-day basis are funded from both its restricted reserves that were provided for specific purposes and its unrestricted reserves for all other activities.

The trustees need to ensure that the charitable group has sufficient working capital to cover delays between receipt of grants and spending. At 31st August 2022 the group had a surplus in unrestricted funds of £377,468 (2021 £237,510) of which £23,340 (2021: £31,462) is tied up in tangible fixed assets. The group also has a surplus in restricted funds of £122,702 (2021: £125,648). Taking into account the nature of the group's income streams, the trustees are of the view that reserves at these levels are sufficient to cover its working capital needs. Moving forward the Trust has prioritised the strategy of increasing unrestricted reserves through non-programme funded income, such as building the educational activities, football centres and private bookings.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Future plans

The CEO has continued to strengthen links with strategic partners, collaborators, funders and potential funders during the period and is a member of numerous networks, Boards and forums EG. EFL Trust Advisory Group, HEY LEP Board as VCS representative and Shared Prosperity Fund Partnership Board.

The Active Through Football Consortium illustrates the ability of the Trust to work collaboratively and take a lead in its area of expertise for the greater good of our local communities. The CEO and Executive Team recognise this collaborative model of working is becoming increasingly relevant and important in order to secure sustainable future activities and diversify income streams in order to mitigate risk in the challenging funding landscape.

The plans to secure Football Foundation Grants to improve the Arena facilities and make them more commercially viable have continued to be disrupted beyond the pandemic, with the change of ownership and new plans at the Club. The CEO continues to engage and work with key partners to develop these opportunities and is now part of the wider discussions with the Club in relation to their updated development plans for the MKM Stadium and West Park footprint.

Key to viable future plans for the Trust are:

- Continue to diversify funding streams
- Continue to diversify income and revenue streams to grow unrestricted reserves
- Build on the successful collaborations of 2021-2022
- Grow the health and wellbeing activity
- Review the Trust operations and structure to ensure we are right and relevant
- Explore the opportunities relating to Environmental Sustainability

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tigers Sport and Education Trust, company number 04320313, is constituted under its Memorandum and Articles of Association dated 9 November 2001 and is a registered charity, number 1092287. The principal address of the charity is the same as its registered office. The charitable company is limited by guarantee. Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member. The current number of members is four.

Current trustees appoint new trustees by majority vote. New trustees are briefed of their duties and responsibilities as a trustee of the charity. The Board of Trustees meets quarterly to discuss the performance of the charity.

The day-to-day management of the company was delegated to Catherine Bishop, Chief Executive Officer, who joined the Trust in April 2019 following the retirement of John Davies, Community Manager in December 2018.

Relationships between charity and related parties

The charitable company operates by receiving its main funding from the Premier League Charitable Fund and English Football League Charitable Trust. In 2016, the charitable company set up a wholly owned trading subsidiary, The Tigers Trust Arena Limited. The purpose of the subsidiary is to undertake the management of the Arena. Details of the financial performance of the subsidiary are included in the notes to the financial statements.

Key management remuneration

The trustees consider the board of trustees and the Chief Executive Officer as comprising the key management personnel of the charity. No trustee was remunerated during the year and details of trustee expenses and related party transactions are disclosed in the notes to the accounts.

The pay of the Chief Executive Officer is reviewed annually and is benchmarked with charities of a similar size and activity.

Risk management

The Board of Trustees acknowledges its responsibility to identify, assess and manage risk. The main financial risk to the charity is the availability of funding relevant to the pursuit of its objectives. The trustees, in conjunction with the Chief Executive Officer, have reviewed the strategy and objectives of the Charity and have begun to collaborate with strategic stakeholders to identify new opportunities and income streams and seek new funding to secure the continued sustainable operations of the charity.

The main non-financial risk to the charity arises from working with young people and vulnerable adults. In line with recent legal changes and updated CCOP (Capability Code of Practice) process, the Trust has undertaken a comprehensive review of Safeguarding Policy and Procedures to ensure they support safe practice to mitigate this risk, which has also involved a closer alignment to the Safeguarding lead at Hull City Tigers. A new 'safeguarding' lead has been identified by the Trust.

The trustees examine the major risks that the charity faces each year and have developed systems to monitor and control these risks to mitigate any impact that they may have on the charity in the future. The Risk Register has been regularly updated over this period and is taken to the Board twice a year for discussion and review.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
04320313 (England and Wales)

Registered Charity number
1092287

Registered office
Tigers Trust Arena West Park
Walton Street
Hull
East Yorkshire
HU3 6GA

Trustees
Mr N J Cavill Head of Continous Improvements
Mrs A J Foy Managing Director
Mrs D Hayden Solictor
Mr S T Logan Director
Mr C M O'Neill Director
Mr S M Royce Chairman Board of Trustees
Miss V Stabler Director
Mr J Clutterbrook Chief Executive (appointed 28.4.22)
Mr N J Rennardson Director (appointed 28.4.22)

Company Secretary
Taylored Business Secretaries Limited

Auditors
Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Bankers
Lloyds Bank plc
Silver Street
Hull
HU1 1HX

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Harris Lacey and Swain, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 20/04/2023 and signed on the board's behalf by:

Mr S M Royce - Trustee

Opinion
We have audited the financial statements of Tigers Sport and Education Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 August 2021, which comprises the Statement of Consolidated Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Statement 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 charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

Audit response to risks identified
- the nature of the industry and sector, control environment and business performance including key drivers for directors' remuneration, bonus levels and performance targets
- results of our enquiries of management and their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the companies' documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team including regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to revenue deferrals. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, UK Corporate Governance Code and local tax legislation.
In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

Audit response to risks identified

Our procedures to respond to risks identified included the following:
- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance
- obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of tax provisions; and

- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or noncompliance with laws and regulations throughout the audit.

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

Use of our report

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

Richard D Lacey (Senior Statutory Auditor)
for and on behalf of Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Date: 20/4/23

Tigers Sport and Education Trust

Statement of Consolidated Financial Activities
for the Year Ended 31 August 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	7,390	-	7,390	1,511
Charitable activities	4				
Health and Wellbeing		33,664	29,432	63,096	88,621
Education and Employment		-	815,121	815,121	638,401
Community and Inclusion		115,470	254,662	370,132	348,381
Core and Other		129,844	-	129,844	134,986
Investment income	3	31	-	31	12
Other income		10,739	10,938	21,677	31,406
Income from commercial operations		167,882	-	167,882	209,736
Total		465,020	1,110,153	1,575,173	1,453,054
EXPENDITURE ON					
Raising funds	5	-	4,487	4,487	1,448
Charitable activities	6				
Health and Wellbeing		34,524	14,839	49,363	61,653
Education and Employment		811	662,683	663,494	568,783
Community and Inclusion		94,827	226,550	321,377	288,322
Core and Other		232,234	-	232,234	219,858
Expenditure from commercial operations		167,206	-	167,206	167,798
Total		529,602	908,559	1,438,161	1,307,862
NET INCOME/(EXPENDITURE)		(64,582)	201,594	137,012	145,192
Transfers between funds	18	204,540	(204,540)	-	-
Net movement in funds		139,958	(2,946)	137,012	145,192
RECONCILIATION OF FUNDS					
Total funds brought forward		237,510	125,648	363,158	217,966
TOTAL FUNDS CARRIED FORWARD		377,468	122,702	500,170	363,158

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Balance Sheet
31 August 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Tangible assets	13	**23,340**	31,462
Investments	14	**-**	-
		23,340	31,462
CURRENT ASSETS			
Debtors	15	**164,702**	58,851
Cash at bank and in hand		**628,744**	478,425
		793,446	537,276
CREDITORS			
Amounts falling due within one year	16	**(316,616)**	(205,580)
NET CURRENT ASSETS		**476,830**	331,696
TOTAL ASSETS LESS CURRENT LIABILITIES		**500,170**	363,158
CREDITORS			
Amounts falling due after more than one year		**-**	-
NET ASSETS/(LIABILITIES)		**500,170**	363,158
FUNDS	18		
Unrestricted funds		**377,468**	237,510
Restricted funds		**122,702**	125,648
TOTAL FUNDS		**500,170**	363,158

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

The financial statements were approved by the Board of Trustees and authorised for issue on 20/04/2023 and were signed on its behalf by:

Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Charity Balance Sheet
31 August 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	13	171	-	171	4,244
Investments	14	100	-	100	100
		271	-	271	4,344
CURRENT ASSETS					
Debtors	15	253,149	-	253,149	157,528
Cash at bank and in hand		401,595	122,707	524,302	343,928
		654,744	122,707	777,451	501,456
CREDITORS					
Amounts falling due within one year	16	(286,595)	-	(286,595)	(155,733)
NET CURRENT ASSETS		368,149	122,707	490,856	345,723
TOTAL ASSETS LESS CURRENT LIABILITIES		368,420	122,707	491,127	350,067
NET ASSETS		368,420	122,707	491,127	350,067
FUNDS	18				
Unrestricted funds				368,420	224,418
Restricted funds				122,707	125,649
TOTAL FUNDS				491,127	350,067

The financial statements were approved by the Board of Trustees and authorised for issue on 20/04/2023 and were signed on its behalf by:

Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Cash Flow Statement
for the Year Ended 31 August 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	32,985	16,652
Interest element of hire purchase payments paid		(399)	(339)
Net cash provided by/(used in) operating activities		32,586	16,313
Cash flows from investing activities			
Interest received		31	12
Net cash provided by investing activities		31	12
Cash flows from financing activities			
Capital repayments in year		(2,323)	(3,744)
Net cash used in financing activities		(2,323)	(3,744)
Change in cash and cash equivalents in the reporting period		150,319	12,581
Cash and cash equivalents at the beginning of the reporting period		478,425	465,844
Cash and cash equivalents at the end of the reporting period		628,744	478,425

The notes form part of these financial statements

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

	2022 £	2021 £
Net income for the reporting period (as per the Statement of Financial Activities)	137,012	145,192
Adjustments for:		
Depreciation charges	8,121	18,062
Interest received	(31)	(12)
Interest element of hire purchase and finance lease rental payments	399	339
Intercompany transactions		
Increase in debtors	(223,552)	356
Increase/(decrease) in creditors	111,036	(147,285)
Net cash provided by/(used in) operations	32,985	16,652

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.21 £	Cash flow £	At 31.8.22 £
Net cash			
Cash at bank and in hand	478,425	150,319	628,744
	478,425	150,319	628,744
Debt			
Finance leases	(2,323)	2,323	-
	(2,323)	2,323	-
Total	476,102	152,642	628,744

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated. The charitable company adopted FRS 102 in the current year and an explanation of how transition to FRS 102 has affected the reported financial position and performance is given in the notes.

The financial statements are prepared in sterling.

Going concern
The trustees assess whether the use of the going concern concept is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently they continue to adopt the going concern basis in preparing the annual financial statements.

Income
Income received for services provided is accounted for on an accruals basis.

Cash donations, gifts and legacies are included in full in the income and expenditure account as they are received. Any significant non-cash donations are included in the income and expenditure account at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Grants and other funding of a revenue nature are deferred and released to the income and expenditure account over the period to which they relate.

Bank interest is included in the income and expenditure account on an accruals basis.

Expenditure
Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable activities expenditure comprises those costs incurred in the delivery of the company's activities. It includes both costs that can be attached directly to such activities and those costs of an indirect nature necessary to support them. Indirect support costs are apportioned on a consistent basis.

Allocation and apportionment of costs
Support costs have been allocated between management and staff, finance, human resources, property rent and repairs, other office costs and governance costs.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

continued...

1. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Support costs have been apportioned based on individual grants awarded compared to overall grants awarded. The allocation of support costs is analysed in the notes to the financial statements.

Critical accounting judgements and key sources of estimation uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the Trustees' best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The Trustees do not consider there to be any material estimates and judgements.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 2% - 50% straight line
Motor vehicles	- 25% on cost

Expenditure of a capital nature is capitalised when the expended amount per item is over £200.

Taxation
The company is a U.K. registered charity and is considered to pass the tests set out in Paragraph 1, Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income and gains are applied exclusively to charitable purposes charity.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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 the Statement of Financial Activities.

Financial instruments
The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	7,390	1,511

In 2022, £7,390 of the total donation's income was attributable to unrestricted income funds (2021: £10) with the remaining balance of £nil (2021: £1,501) adding to restricted funds.

continued...

3. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	31	12

4. INCOME FROM CHARITABLE ACTIVITIES

	Health and Wellbeing	Education and Employment	Community and Inclusion
	£	£	£
Charitable activities	14,350	202,352	115,362
Furlough grant	-	-	44
Grants	48,746	612,769	254,726
	63,096	815,121	370,132

	Core and Other	2022 Total activities	2021 Total activities
	£	£	£
Charitable activities	1,865	333,929	195,597
Furlough grant	-	44	84,429
Grants	127,979	1,044,220	930,363
	129,844	1,378,193	1,210,389

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Premier League Kicks	204,123	227,404
Premier League Primary Stars / School Sport		
NCS	140,000	141,500
Other Grants	337,681	254,601
Premier League Inspires	7,944	27,629
Premier League Kicks Targeted	70,000	69,279
Premier League Core Funding	45,000	23,209
Tigers Together	65,000	65,000
Tigers Team Mates	-	12,816
Holiday Action Fund	35,796	46,552
Kickstart Scheme	29,434	28,603
Training Ground	19,432	11,895
Tigers Trust Football Centre	12,725	20,875
Care To Dream	-	1,000
Active Through Football	450	-
Change Makers	5,154	-
Tigers Pathways (ESIF)	7,000	-
Waiting Well	58,487	-
	5,994	-
	1,044,220	930,363

continued...

5. RAISING FUNDS

Other trading activities

	2022	2021
	£	£
Bad debts	4,487	1,448

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Health and Wellbeing	42,547	6,816	49,363
Education and Employment	601,049	62,445	663,494
Community and Inclusion	335,446	(14,069)	321,377
Core and Other	173,915	58,319	232,234
	1,152,957	113,511	1,266,468

7. SUPPORT COSTS

	Finance	Property & rent	Other office costs	Governance costs	Totals
	£	£	£	£	£
Health and Wellbeing	86	-	6,730	-	6,816
Education and Employment	463	-	61,982	-	62,445
Community and Inclusion	1,992	-	(16,061)	-	(14,069)
Core and Other	398	10,786	18,338	28,797	58,319
	2,939	10,786	70,989	28,797	113,511

8. NET INCOME/(EXPENDITURE)

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

	2022	2021
	£	£
Depreciation - owned assets	8,121	18,062

continued...

9. AUDITORS' REMUNERATION

	2022	2021
	£	£
Fees payable to the charity's auditors and their associates for the audit of the charity's financial statements	8,823	9,720

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2022 nor for the year ended 31 August 2021.

11. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	949,536	867,752
Social security costs	63,073	52,138
Other pension costs	18,246	16,159
	1,030,855	936,049

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

	2022	2021
Line Management	9	7
Delivery Staff	50	50
	59	57

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

	2022	2021
£70,001 - £80,000	1	1

The trustees consider the board of trustees, the community manager and Chief Executive Officer as comprising the key management personnel of the charity in charge of directing, controlling and operating the charity on a day to day basis. All trustees give their time freely and no trustee remuneration was paid in the period. The total remuneration and other benefits (including employer contributions) paid on behalf of key management personnel for their services to the charity was £78,234 (2021: £73,755).

continued...

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	10	1,501	1,511
Charitable activities			
Health and Wellbeing	-	88,621	88,621
Education and Employment	(8,156)	646,557	638,401
Community and Inclusion	69,796	278,585	348,381
Core and Other	134,986	-	134,986
Investment income	12	-	12
Other income	25,306	6,101	31,406
Income from commercial operations	209,736	-	209,736
Total	431,690	1,021,364	1,453,054
EXPENDITURE ON			
Raising funds	1,288	160	1,448
Charitable activities			
Health and Wellbeing	-	61,653	61,653
Education and Employment	1,819	566,964	568,783
Community and Inclusion	71,639	216,683	288,322
Core and Other	219,858	-	219,858
Expenditure from commercial operations	167,798	-	167,798
Total	462,402	845,460	1,307,862
NET INCOME/(EXPENDITURE)	(30,712)	175,904	145,192
Transfers between funds	172,227	(172,227)	-
Net movement in funds	141,515	3,677	145,192
RECONCILIATION OF FUNDS			
Total funds brought forward	95,995	121,971	217,966
TOTAL FUNDS CARRIED FORWARD	237,510	125,648	363,158

continued...

13. TANGIBLE FIXED ASSETS

GROUP

	Long leasehold improvement £	Plant and machinery £	Totals £
COST			
At 1 September 2021 and 31 August 2022	38,676	171,542	210,218
DEPRECIATION			
At 1 September 2021	12,954	165,802	178,756
Charge for year	2,594	5,527	8,121
At 31 August 2022	15,548	171,329	186,877
NET BOOK VALUE			
At 31 August 2022	23,128	213	23,340
At 31 August 2021	25,722	5,740	31,462

CHARITY

	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 September 2021 and 31 August 2022	141,663	15,600	157,263
DEPRECIATION			
At 1 September 2021	139,369	13,650	153,019
Charge for year	2,123	1,950	4,073
At 31 August 2022	141,492	15,600	157,092
NET BOOK VALUE			
At 31 August 2022	171	-	171
At 31 August 2021	2,294	1,950	4,244

continued...

14. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2021 and 31 August 2022	100
NET BOOK VALUE	
At 31 August 2022	100
At 31 August 2021	100

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies comprise the following:

The Tigers Trust Arena Limited
Registered office: The Tigers Trust Arena, Walton Street, Hull, England, HU3 6GA
Nature of business: Hiring of facilities.

Class of share:	% Holding
Ordinary	100

	2022 £	2021 £
Aggregate capital and reserves	9,143	13,191
Profit/(Loss) for the year	(4,048)	22,319

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	24,081	23,478	18,700	22,348
Other debtors	576	-	220	-
VAT	-	-	-	-
Amounts owed by group undertakings	-	-	95,130	101,115
Prepayments and accrued income	140,045	35,373	139,098	34,065
	164,702	58,851	253,148	157,528

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Hire purchase contracts (see note 18)	-	2,323	-	2,323
Trade creditors	31,020	47,476	34,890	29,938
VAT	3,779	338	-	-
Other creditors	12,496	7,469	12,148	7,469
Accruals and deferred income	269,321	147,974	239,557	116,003
	316,616	205,580	286,595	155,733

Deferred income totalling £192,658 (2021: £77,397) relates to projects continuing or commencing after the year ended 31st August 2022.

17. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2022	2021
	£	£
Net obligations repayable:		
Within one year	-	2,323

18. MOVEMENT IN FUNDS

	At 1.9.21	Net movement in funds	Transfers between funds	At 31.8.22
	£	£	£	£
Unrestricted funds				
General fund	234,224	(82,968)	222,926	374,182
Kickstart Scheme	3,286	3,201	(3,201)	3,286
USW Foundation Degree	-	(811)	811	-
Tigers Together	-	(753)	753	-
Tigers Team Mates	-	16,749	(16,749)	-
	237,510	(64,582)	204,540	377,468
Restricted funds				
Premier League Kicks	55,480	19,859	(20,356)	54,983
Primary Stars	32,568	6,387	(29,153)	9,802
Premier League Senior Schools HUB	14,806	718	(4,791)	10,733
NCS	-	120,689	(113,918)	6,771
Premier League Inspires	-	7,338	(7,233)	105
Premier League Kicks Targeted	-	7,733	(4,500)	3,233
Training Ground	2,286	(166)	(2,120)	-
Active Through Football	-	515	(515)	-
Change Makers	-	890	(890)	-
Holiday Action Fund	20,508	14,594	(2,943)	32,159
Tigers Pathways (ESIF)	-	23,037	(18,121)	4,916
	125,648	201,594	(204,540)	122,702
TOTAL FUNDS	363,158	137,012	-	500,170

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	403,791	(486,759)	(82,968)
Kickstart Scheme	19,433	(16,232)	3,201
USW Foundation Degree	1	(812)	(811)
Tigers Together	6,000	(6,753)	(753)
Tigers Team Mates	35,795	(19,046)	16,749
	465,020	(529,602)	(64,582)
Restricted funds			
Premier League Kicks	204,509	(184,650)	19,859
Primary Stars	296,033	(289,646)	6,387
Premier League Senior Schools HUB	47,906	(47,188)	718
NCS	339,431	(218,742)	120,689
Premier League Inspires	72,333	(64,995)	7,338
Premier League Kicks Targeted	45,000	(37,267)	7,733
Training Ground	(57)	(109)	(166)
Active Through Football	5,150	(4,635)	515
Change Makers	7,000	(6,110)	890
Holiday Action Fund	29,434	(14,840)	14,594
Tigers Pathways (ESIF)	63,414	(40,377)	23,037
	1,110,153	(908,559)	201,594
TOTAL FUNDS	1,575,173	(1,438,161)	137,012

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	95,996	(35,189)	173,416	234,223
Kickstart Scheme	-	4,475	(1,189)	3,286
	95,996	(30,714)	172,227	237,509
Restricted funds				
Premier League Kicks	23,943	79,909	(48,371)	55,481
Primary Stars	-	60,708	(28,140)	32,568
Premier League Senior Schools HUB	75,516	(54,731)	(5,979)	14,806
NCS	-	68,761	(68,761)	-
Premier League Inspires	721	6,419	(7,140)	-
Premier League Kicks Targeted	21,790	(18,006)	(3,784)	-
Training Ground	-	4,374	(2,088)	2,286
Holiday Action Fund	-	28,472	(7,964)	20,508
	121,970	175,906	(172,227)	125,649
TOTAL FUNDS	217,966	145,192	-	363,158

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	419,795	(454,984)	(35,189)
Kickstart Scheme	11,895	(7,420)	4,475
	431,690	(462,404)	(30,714)
Restricted funds			
Premier League Kicks	255,375	(175,466)	79,909
Primary Stars	306,186	(245,478)	60,708
Premier League Senior Schools HUB	953	(55,684)	(54,731)
NCS	254,651	(185,890)	68,761
Premier League Inspires	69,994	(63,575)	6,419
Premier League Kicks Targeted	23,209	(41,215)	(18,006)
Training Ground	20,875	(16,501)	4,374
Holiday Action Fund	90,121	(61,649)	28,472
	1,021,364	(845,458)	175,906
TOTAL FUNDS	1,453,054	(1,307,862)	145,192

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.22 £
Unrestricted funds				
General fund	95,996	(118,156)	396,342	374,182
Kickstart Scheme	-	7,676	(4,390)	3,286
USW Foundation Degree	-	(811)	811	-
Tigers Together	-	(753)	753	-
Tigers Team Mates	-	16,749	(16,749)	-
	95,996	(95,295)	376,767	377,468
Restricted funds				
Premier League Kicks	23,943	99,767	(68,727)	54,983
Primary Stars	-	67,095	(57,293)	9,802
Premier League Senior Schools HUB	75,516	(54,013)	(10,770)	10,733
NCS	-	189,450	(182,679)	6,771
Premier League Inspires	721	13,757	(14,373)	105
Premier League Kicks Targeted	21,790	(10,273)	(8,284)	3,233
Training Ground	-	4,208	(4,208)	-
Active Through Football	-	515	(515)	-
Change Makers	-	29,362	(8,854)	20,508
Holiday Action Fund	-	14,594	(2,943)	11,651
Tigers Pathways (ESIF)	-	23,037	(18,121)	4,916
	121,970	377,499	(376,767)	122,702
TOTAL FUNDS	217,966	282,204	-	500,170

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	823,586	(941,743)	(118,157)
Kickstart Scheme	31,328	(23,652)	7,676
USW Foundation Degree	1	(812)	(811)
Tigers Together	6,000	(6,753)	(753)
Tigers Team Mates	35,795	(19,046)	16,749
	896,710	(992,006)	(95,296)
Restricted funds			
Premier League Kicks	459,884	(360,116)	99,768
Primary Stars	602,219	(535,124)	67,095
Premier League Senior Schools HUB	48,859	(102,872)	(54,013)
NCS	594,082	(404,632)	189,450
Premier League Inspires	142,327	(128,570)	13,757
Premier League Kicks Targeted	68,209	(78,482)	(10,273)
Training Ground	20,818	(16,610)	4,208
Active Through Football	5,150	(4,635)	515
Change Makers	7,000	(6,110)	890
Holiday Action Fund	119,555	(76,489)	43,066
Tigers Pathways (ESIF)	63,414	(40,377)	23,037
	2,131,517	(1,754,017)	377,500
TOTAL FUNDS	3,028,227	(2,746,023)	282,204

Transfers between funds

The transfers between funds relate to excess income on specific projects which have been delivered, together with an allocation to specific projects which require additional funding.

19. EMPLOYEE BENEFIT OBLIGATIONS

During the period the charitable company paid £17,055 (2021: £15,212) into defined contribution schemes. The expense and liability are allocated between unrestricted and restricted funds based on employee's time between projects. There was £7,809 outstanding at the period end (2021: £3,515).

continued...

20. CONTINGENT LIABILITIES

The company is limited by members' guarantees and therefore has no share capital.

In the case of a winding-up, members have undertaken to contribute to the charity's assets to a maximum of £10 per member. The total number of members as at 31st August 2022 was four.

21. RELATED PARTY DISCLOSURES

Owing to the nature of the Charity's operations and the composition of the board of trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Charity's normal procurement procedures.

During the year ended 31st August 2022, there were no further related party transactions other than key management remuneration and transactions with the subsidiary company, The Tigers Trust Arena Limited.

Key management remuneration is disclosed in note 9.

The charity owns the whole of the issued ordinary share capital of The Tigers Trust Arena Limited, a company registered in England. All activities have been consolidated on a line by line basis in the Statement of Financial Activities. A summary of the results of the subsidiary is shown below:

	Total 2022	Total 2021
	£	£
Turnover	141,665	54,251
Cost of sales	(11,476)	(932)
Gross profit	130,189	53,319
Administrative expenses	160,454	186,485
Other operating income	26,217	155,485
Net profit/(loss)	(4,048)	22,319
The aggregate of the assets, liabilities and funds was:		
Assets	147,097	170,464
Liabilities	137,954	157,273
Aggregate called up share capital and reserves	9,143	13,191

22. NET INCOMING RESOURCES OF PARENT CHARITABLE COMPANY

As permitted by Section 408 of the Companies Act 2006, the statement of Financial Activities of the parent charitable company is not presented as part of these financial statements. The parent charitable company's net incoming resources for the year to 31st August 2022 was £141,060, (2021: £122,873).

TIGERS SPORT AND EDUCATION TRUST

England & Wales - Charity number 1092287

Accounts

REGISTERED COMPANY NUMBER: 04320313 (England and Wales)
REGISTERED CHARITY NUMBER: 1092287

Report of the Trustees and

Audited Consolidated Financial Statements for the Year Ended 31 August 2021

for

Tigers Sport and Education Trust

Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Tigers Sport and Education Trust

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for the Year Ended 31 August 2021

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The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity for the period 1st September 2020 to 31st August 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and public benefit

The charity's objects are for the benefit of the public generally and in particular, the inhabitants of East Yorkshire and Humberside and its surrounding areas. The Trustees have considered the Commission's guidance on public benefit and are of the opinion that it is fulfilled by the charity's continued pursuit of the following objectives: -

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health;

- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;

- to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity including (but not restricted to) through the use of the game of football (including its history and rules) and other sports activities as educational tools and, in furtherance of such object, through the provision of facilities at the KCOM Stadium (or such other facility occupied by Hull City AFC) for meetings, lectures and classes for the benefit of such persons; and

- 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.

STRATEGIC REPORT

Achievement and performance

Charitable activities

For over 30 years, the Tigers Sport and Education Trust has been a recognised provider of Sport and Education across Hull and East Riding of Yorkshire. Governed by a Board of Trustees and funded by the EFL Trust and Premier League, the Trust's priority is a high standard of organisation and quality delivery within the Sports Development and Education sector.

During this period the programme delivery supported the following:

- Primary schools
- Secondary schools
- Young people across a range of settings
- Adults
- Vulnerable adults
- Holiday Activity
- Care leavers
- Community centres & libraries
- Community food banks and food swaps
- Physical activity for our local people with disabilities
- Physical, educational and social care activity across our communities
- 55+ Walking Footballers
- Physical and social activity for our international communities

- Physical and social activity for our international communities
- Women and girls football
- Tackling loneliness and isolation
- Hull and East Riding of Yorkshire - continued Covid-19 response delivery and operations
- Vulnerable Exploited Missing and Trafficked Young People (VEMT)
- Health & well-being walks and activities
- Football Centres (weekends and holidays)
- NCS
- Senior Tigers
- Employment and Training Activity

The Tigers Sport and Education Trust reached the milestone of 30 years amidst the 2020 pandemic and season, we continued to support those across our Hull and East Yorkshire communities. Starting as Football in the Community Project in the early 90's the Trust has developed and grown to extend its offer beyond the 90 minutes on the football pitch through the power of the Hull City Tigers badge. The Trust (now a charity) is based at the Tigers Trust Arena on West Park, Hull supporting c30,000 people a year which has continued throughout the pandemic. Always priding ourselves on being creative and innovative in order to continue to adapt to the ever changing operating landscape. We are essentially a small charity with a big heart.

Governed by a board of Trustees, our team of 39 passionate people achieve and deliver amazing outcomes across our key areas of delivery in line with our strategy and key objectives:
- Working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision
- Improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles
- Creating the opportunity to raise educational attainment and promote a value of lifelong learning, whilst increasing access to the 'world of work' through the creation of pathways promotion of opportunities through the interact with employers and entrepreneurs.
- Connecting and Collaborating with Key Stakeholders to maximise our impact and resources by delivering together for the benefit of the local communities.

The key priorities for the organisation have been to continue operations and deliver services to those in need across our communities throughout the extended pandemic and restrictions. The CEO remains committed to lead the desired change required to enable this to happen whilst raising the profile with future potential funders and supporters and strengthening the relationships with key stakeholders and funders; including Hull City Tigers FC, PFA, EFL Trust, Premier League (PLCF), NHS and our local authorities. The Trust has positioned itself as a key provider of services and activities to support improved health and well-being in order to create active, healthy and happy communities who are engaged in learning, training and employment; aligned with the Trust's Vision, Mission and strategic objectives.

Continuous improvement has been achieved across operational, management and governance structures; with positive progression made by the Trust in relation to the Capability Code of Practice Framework.

The challenges relating to the Arena have been further realised during this period which also included a period of partial closure due to the pandemic. However, the financial support and donations provided by the Vice Chair of Hull City Tigers during this period has ensured the Arena continues to provide a hub for services and activities and a home for the Charity.

The pandemic continued to delay and disrupt the wider Academy plans and therefore impacting on development plans for the Arena. This challenge has been recognised and compensated by Hull City Tigers and continues to be managed by the Trustees, CEO and Club.

TIGERS TRUST IN THE COMMUNITY

OUR VISION

Inspired and integrated communities, living active, healthy and happy lives.

OUR MISSION

We dare to inspire, engage and improve our communities, through sport, active participation and education; providing opportunities and removing barriers; supporting and raising aspirations and helping people to lead healthy and happy lives because we care and because we can.

OUR VALUES

Fun - We believe fun should be central to all we do.

Ambitious - We strive to be the best in everything we do.

Inspiring - We seek to be positive role models in all we do.

Respectful - We treat everyone with respect.

Passionate - We care passionately about our community.

Inclusive - We seek inclusivity in all we do.









YOUR CLUB. YOUR COMMUNITY. YOUR OPPORTUNITY.

OUR PROGRAMMES:	OUR KEY OBJECTIVES: 1. INSPIRING OUR COMMUNITIES	2. IMPROVING HEALTH & WELLBEING	3. CREATING EDUCATION & EMPLOYMENT OPPORTUNITIES
1. Primary Schools:			
PL Primary Stars	✓	✓	✓
Holiday Football Centres	✓	✓	✓
Saturday Football Club	✓	✓	
2. School Hubs:			
Inspires	✓	✓	✓
SEED		✓	
Streetgames	✓	✓	✓
DKH	✓	✓	✓
3. Social Inclusion:			
Kicks	✓	✓	✓
Targeted Kicks	✓	✓	✓
Tigers Team Mates (Tackling Loneliness & Isolation)		✓	
Tigers Together	✓	✓	
Detached Youth Work	✓	✓	✓
Disability Sports		✓	
Healthy Holiday Activity (HAF)	✓	✓	
4. NCS			
NCS Summer	✓	✓	✓
NCS Autumn	✓	✓	✓
School Support	✓		✓

Making a Difference (#)

Case Study 1 Rob Witham - August 2021
After first engaging with the Trust over seven years ago as a participant, Rob now works as an apprentice after a successful application in August.
The weekly 'Tigers Together' sessions aim to improve the mental health and wellbeing of those in the local community, and for Rob, they provided a safe place to play football following the sad passing of his child.
He admits that when he first joined the sessions, he had "no confidence" and that he was "really badly depressed".
"I came down here, started chatting to everyone and it was a place where I started to feel safe", he continued.
Rob's apprenticeship now sees him work in primary schools across the region through the Premier League Primary Stars which seeks to inspire children to learn, be active and develop important life skills.
His journey and progression with the Trust shows the importance of football activities for those looking to fight their mental health.

He is also a massive Hull City fan and was left speechless in November when surprised with his 'Community Champion' award by Hull City midfielders George Honeyman and Matt Smith.
Speaking on the importance of these sessions for the community, Honeyman said: "Sessions like this are incredibly important to the community. There's a great togetherness and everyone here is smiling. For the Trust to put on something like this every Monday, it almost gives people a home after a home. This is amazing work that everyone at the Tigers Trust is doing."

Case Study 2
Dylan Harrison successful in employment following completion of Tigers Trust programme
The Training Ground programme presented an opportunity for Dylan, 23, to gain accredited skills and qualifications, as well as providing him with a regular routine.
Having previously been out of work for two-years before the course, Dylan was known to Trust staff having clocked up nearly 1,000 hours at our Premier League Kicks sessions.
August of this year saw him complete the Training Ground programme, and we are delighted that he has since found work as a Production Operative in a factory.
Dylan said that the course completed with the Trust helped increase his "confidence and it motivated me to want to join work".
"I think coming to the Tigers Trust Arena regularly put me in a really good position to work five days a week in my current role," he continued.
We hope that those currently out of employment can take inspiration from Dylan's journey by signing up to our new Tigers Pathways programme.
Launching in January 2022, Tigers Pathways is a free six-week programme aimed at improving your skills and preparing you for employment, education or training.

A bespoke programme tailored to suit the journey you are currently on and helping you choose the right pathway for your future.
- You are eligible for this programme if you are:
- Aged 18+
- Aren't currently in education, employment or training.

Case Study 3 - Flynn Clark
Flynn Clark first attended the Tigers Trust in 2016 under the disability banner due to him being profoundly deaf.
Flynn was initially a shy character during the initial sessions that he attended with his brother Aaron.
His confidence soon grew, however, with support from Premier League Kicks Disability Lead Officer Millie Sharp.
Millie was soon able to identify that Flynn was excelling in the disability sessions and wanted him to gain the best possible experience from the Trust.
From this, he was signposted towards the Premier League Kicks programme.

The Premier League Kicks project has been running in the most high-need areas of Hull since September 2010, engaging with over 2,000 participants each year.
Flynn has now built-up brilliant relationships and has great rapport with staff and regularly attends the city-wide sessions.
Kayleigh Jackson, Social Inclusion Manager, has worked closely with Flynn and says he has "come on leaps and bounds" since his first involvement with the Trust.
"Flynn and I have a great relationship and I hugely respect his positive attitude and determination despite the challenges he faces with communication," she said.
"He really is a great role model for younger participants to look up to. He encourages other participants and he's a little gem to be around."
His reliability has now been replicated in his duties as a Matchball Assistant for Hull City during home matches, a role in which he has hugely impressed.
We are also now proud to have him volunteering on sessions, helping communicate with other participants through sign language.

TIGERS TRUST: IMPACT REPORT

OUR IMPACT IN NUMBERS 2020/21

28,516 PEOPLE TOOK PART IN TIGERS TRUST ACTIVITIES OR PROGRAMMES

14,490 CHILDREN AND YOUNG PEOPLE SUPPORTED IN OUR PRIMARY SCHOOL PROGRAMMES

1,850 CHILDREN AND YOUNG PEOPLE ATTENDED OUR FOOTBALL CENTRES AND SATURDAY MORNING SESSIONS

357 15-17 YEAR OLDS COMPLETED OUR NCS PROGRAMME

1,360 CALLS MADE TO THOSE EXPERIENCING LONELINESS

1,500 YOUNG PEOPLE ENGAGED WITH PL KICKS



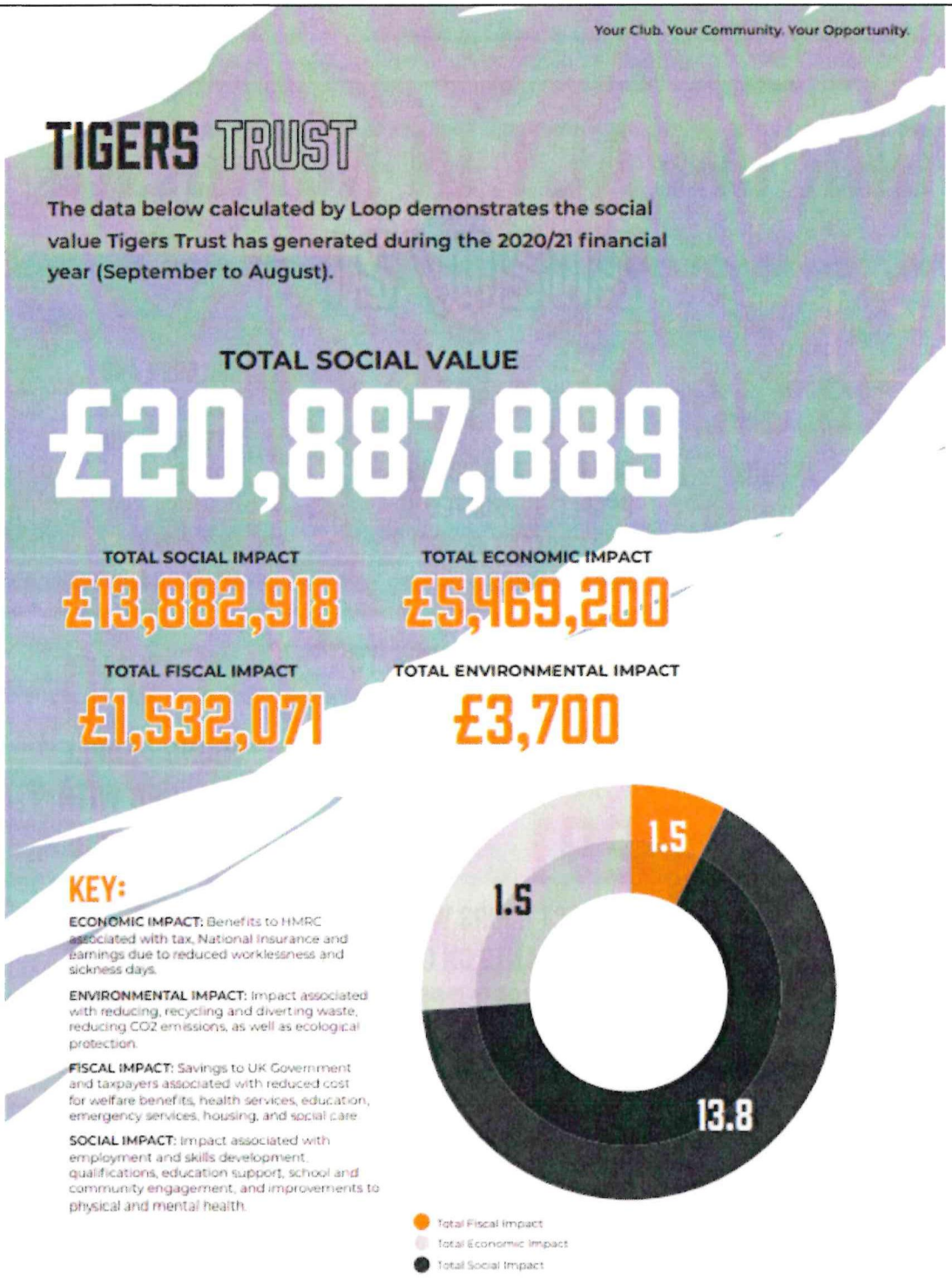
291 CONTACT HOURS WITH PARTICIPANTS ON OUR PL KICKS TARGETED PROGRAMME



ENGAGED WITH **175** CHILDREN AND YOUNG PEOPLE WHO HAVE A REGISTERED DISABILITY

934 INDIVIDUAL ATTENDANCES AT OUR TIGERS TOGETHER SESSIONS

For those fighting poor mental health


Your Club. Your Community. Your Opportunity.
TIGERS TRUST
The data below calculated by Loop demonstrates the social value Tigers Trust has generated during the 2020/21 financial year (September to August).
TOTAL SOCIAL VALUE
£20,887,889
TOTAL SOCIAL IMPACT
£13,882,918
TOTAL ECONOMIC IMPACT
£5,469,200
TOTAL FISCAL IMPACT
£1,532,071
TOTAL ENVIRONMENTAL IMPACT
£3,700
KEY:
ECONOMIC IMPACT: Benefits to HMRC associated with tax, National Insurance and earnings due to reduced worklessness and sickness days.
ENVIRONMENTAL IMPACT: Impact associated with reducing, recycling and diverting waste, reducing CO2 emissions, as well as ecological protection.
FISCAL IMPACT: Savings to UK Government and taxpayers associated with reduced cost for welfare benefits, health services, education, emergency services, housing, and social care.
SOCIAL IMPACT: Impact associated with employment and skills development, qualifications, education support, school and community engagement, and improvements to physical and mental health.
1.5
1.5
13.8
Total Fiscal Impact
Total Economic Impact
Total Social Impact
5

FINANCIAL REVIEW

Financial position

The principal funding sources are detailed in the Achievements and Performance Section of this report.

The group generated restricted income of £1,021,364 (2020 £1,026,034), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £845,460 (2020 £829,108). The restricted grants and their associated expenses are shown as restricted funds in the statement of financial activities.

The group generated unrestricted income of £431,690 (2020 £439,443), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £462,402 (2020 £525,434).

The net movement in funds for the period amounted to a surplus of £145,192 (2020 £110,935).

The group held fund balances at 31st August 2021 of £125,648 (2020 £121,971) of surplus restricted funds and £237,510 (2020 £95,995) of unrestricted funds.

Significant events during this period relate directly to the Covid-19 pandemic. The Trust carefully managed the situation as it impacted on activities, working closely with the Club, funders and stakeholders to effectively manage the emerging situation. Government support including the Job Retention Scheme (Furlough) and Business Rate reduction eased the immediate pressures. The Trust continued to review resources throughout the period, reviewing and consolidating staffing and resources throughout.

Reserves policy

The trustees review the reserve levels of the charitable group and company annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The activities that the charitable group undertakes on a day-to-day basis are funded from both its restricted reserves that were provided for specific purposes and its unrestricted reserves for all other activities.

The trustees need to ensure that the charitable group has sufficient working capital to cover delays between receipt of grants and spending. At 31st August 2021 the group had a surplus in unrestricted funds of £237,510 (2020 £95,995) of which £31,462 (2020: £49,524) is tied up in tangible fixed assets. The group also has a surplus in restricted funds of £125,648 (2020: £121,971). Taking into account the nature of the group's income streams, the trustees are of the view that reserves at these levels are sufficient to cover its working capital needs. Moving forward TSET has prioritised the strategy to increase of unrestricted reserves through non-programme funded income, such as building the educational activities, football centres and private bookings.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

FINANCIAL REVIEW

Future plans

The CEO has continued to strengthen links to strategic partners and potential funders, during the period. In the context of continued restrictions due to Covid-19 the Trust has positioned itself to support increased activity levels across our communities, to improve health and well-being. The Trust has continued to develop opportunities for greater collaboration with key stakeholders and funders to benefit the sustainability of the charity by opening up new opportunities and building on the proven and excellent delivery track record of the charity. The CEO recognises that collaboration is central to the Trust's work and our future.

Plans to secure Football Foundation grants to improve the Arena facilities and make them more commercially viable have continued to be disrupted by the pandemic, however, the partnership with Hull City Tigers, East Riding County FA and Hull City Council have strengthened and the Trust still expect the plans to continue to develop beyond the pandemic. The Local Facilities Football Plan (LFFP) identifies the Arena and outdoor pitches as a priority and the development of this requires strong collaboration with Hull City Tigers, Hull City Council and other strategic partners. Engagement with partners has supported progress to realise this opportunity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tigers Sport and Education Trust, company number 04320313, is constituted under its Memorandum and Articles of Association dated 9 November 2001 and is a registered charity, number 1092287. The principal address of the charity is the same as its registered office. The charitable company is limited by guarantee. Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member. The current number of members is four.

Current trustees appoint new trustees by majority vote. New trustees are briefed of their duties and responsibilities as a trustee of the charity. The Board of Trustees meets quarterly to discuss the performance of the charity.

The day-to-day management of the company was delegated to Catherine Bishop, Chief Executive Officer, who joined the Trust in April 2019 following the retirement of John Davies, Community Manager in December 2018.

Key management remuneration

The trustees consider the board of trustees and the Chief Executive Officer as comprising the key management personnel of the charity. No trustee was remunerated during the year and details of trustee expenses and related party transactions are disclosed in the notes to the accounts.

The pay of the Chief Executive Officer is reviewed annually and is bench-marked with charities of a similar size and activity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Board of Trustees acknowledges its responsibility to identify, assess and manage risk. The main financial risk to the charity is the availability of funding relevant to the pursuit of its objectives. The trustees, in conjunction with the Chief Executive Officer, have reviewed the strategy and objectives of the Charity and have begun to collaborate with strategic stakeholders to identify new opportunities and income streams and seek new funding to secure the continued sustainable operations of the charity.

The main non-financial risk to the charity arises from working with young people and vulnerable adults. Since the arrival of the new Chief Executive Officer, the Trust has undertaken a comprehensive review of Safeguarding Policy and Procedures to ensure they support safe practice to mitigate this risk, which has also involved a closer alignment to the Safeguarding lead at Hull City Tigers. A new 'safeguarding' lead has been identified by the Trust.

The trustees examine the major risks that the charity faces each year and have developed systems to monitor and control these risks to mitigate any impact that they may have on the charity in the future.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
04320313 (England and Wales)

Registered Charity number
1092287

Registered office
Tigers Trust Arena West Park
Walton Street
Hull
East Yorkshire
HU3 6GA

Trustees
Mr N J Cavill Head of Continous Improvements
Mrs A J Foy Managing Director
Mrs D Hayden Solictor
Mr S T Logan Director
Mr C M O'Neill Director
Mr S M Royce Chairman Board of Trustees
Mrs V Stabler Director

Company Secretary
Taylored Business Secretaries Limited

Auditors
Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers
Lloyds Bank plc
Silver Street
Hull
HU1 1HX

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Harris Lacey and Swain, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ....28 April 2022.... and signed on the board's behalf by:

.....
Mr S M Royce - Trustee

Opinion
We have audited the financial statements of Tigers Sport and Education Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 August 2021, which comprises the Statement of Consolidated Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Statement 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 charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

Audit response to risks identified
- the nature of the industry and sector, control environment and business performance including key drivers for directors' remuneration, bonus levels and performance targets
- results of our enquiries of management and their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the companies' documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team including regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to revenue deferrals. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, UK Corporate Governance Code and local tax legislation.
In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

Audit response to risks identified

Our procedures to respond to risks identified included the following:
- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance
- obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of tax provisions; and

- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or noncompliance with laws and regulations throughout the audit.

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

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

Richard D Lacey

Richard D Lacey (Senior Statutory Auditor)
for and on behalf of Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Date: 28/4/22

Tigers Sport and Education Trust

Statement of Consolidated Financial Activities
for the Year Ended 31 August 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	10	1,501	1,511	6,530
Charitable activities	4				
Education		-	20,874	20,874	29,379
Youth		(8,156)	631,645	623,489	740,092
Adult		861	61,158	62,019	12,583
Juniors		-	300,086	300,086	245,794
Coach and development		69,535	-	69,535	76,796
Other Grants		134,386	-	134,386	115,055
Investment income	3	12	-	12	78
Other income		25,306	6,100	31,406	9,770
Income from commercial operations		209,736	-	209,736	229,400
Total		431,690	1,021,364	1,453,054	1,465,477
EXPENDITURE ON					
Raising funds	5	1,288	160	1,448	-
Charitable activities	6				
Education		-	16,503	16,503	22,242
Youth		1,819	527,573	529,392	551,310
Adult		100	55,906	56,006	23,731
Juniors		-	245,318	245,318	237,215
Disability		-	-	-	4,901
Coach and development		72,319	-	72,319	100,424
Other Grants		219,078	-	219,078	205,723
Expenditure from commercial operations		167,798	-	167,798	208,996
Total		462,402	845,460	1,307,862	1,354,542
NET INCOME/(EXPENDITURE)		(30,712)	175,904	145,192	110,935
Transfers between funds	19	172,227	(172,227)	-	-
Net movement in funds		141,515	3,677	145,192	110,935
RECONCILIATION OF FUNDS					
Total funds brought forward		95,995	121,971	217,966	107,031
TOTAL FUNDS CARRIED FORWARD		237,510	125,648	363,158	217,966

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Balance Sheet
31 August 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	13	**31,462**	49,524
Investments	14	**-**	-
		31,462	49,524
CURRENT ASSETS			
Debtors	15	**58,851**	59,207
Cash at bank and in hand		**478,425**	465,844
		537,276	525,051
CREDITORS			
Amounts falling due within one year	16	**(205,580)**	(354,101)
NET CURRENT ASSETS		**331,696**	170,950
TOTAL ASSETS LESS CURRENT LIABILITIES		**363,158**	220,474
CREDITORS			
Amounts falling due after more than one year	17	**-**	(2,508)
NET ASSETS/(LIABILITIES)		**363,158**	217,966
FUNDS	19		
Unrestricted funds		**237,510**	95,995
Restricted funds		**125,648**	121,971
TOTAL FUNDS		**363,158**	217,966

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

The financial statements were approved by the Board of Trustees and authorised for issue on 28 April 2022 and were signed on its behalf by:

.....
Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Charity Balance Sheet
31 August 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	13	4,244	-	4,244	15,490
Investments	14	100	-	100	100
		4,344	-	4,344	15,590
CURRENT ASSETS					
Debtors	15	157,528	-	157,528	120,034
Cash at bank and in hand		218,279	125,649	343,928	407,430
		375,807	125,649	501,456	527,464
CREDITORS					
Amounts falling due within one year	16	(155,733)	-	(155,733)	(313,352)
NET CURRENT ASSETS		220,074	125,649	345,723	214,112
TOTAL ASSETS LESS CURRENT LIABILITIES		224,418	125,649	350,067	229,702
CREDITORS					
Amounts falling due after more than one year	17	-	-	-	(2,508)
NET ASSETS		224,418	125,649	350,067	227,194
FUNDS	19				
Unrestricted funds				224,418	105,224
Restricted funds				125,649	121,970
TOTAL FUNDS				350,067	227,194

The financial statements were approved by the Board of Trustees and authorised for issue on 28 April 2022 and were signed on its behalf by:

.....
Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Cash Flow Statement
for the Year Ended 31 August 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	16,652	5,313
Interest element of hire purchase payments paid		(339)	-
Net cash used in operating activities		16,313	5,313
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(7,604)
Interest received		12	78
Net cash provided by/(used in) investing activities		12	(7,526)
Cash flows from financing activities			
Capital repayments in year		(3,744)	(3,559)
Net cash used in financing activities		(3,744)	(3,559)
Change in cash and cash equivalents in the reporting period		12,581	(5,772)
Cash and cash equivalents at the beginning of the reporting period		465,844	471,616
Cash and cash equivalents at the end of the reporting period		478,425	465,844

The notes form part of these financial statements

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

	2021 £	2020 £
Net income for the reporting period (as per the Statement of Financial Activities)	145,192	110,935
Adjustments for:		
Depreciation charges	18,062	19,369
Interest received	(12)	(78)
Interest element of hire purchase and finance lease rental payments	339	-
(Increase)/decrease in debtors	356	40,608
Decrease in creditors	(147,285)	(165,521)
Net cash used in operations	16,652	5,313

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.20 £	Cash flow £	At 31.8.21 £
Net cash			
Cash at bank and in hand	465,844	12,581	478,425
	465,844	12,581	478,425
Debt			
Finance leases	(6,067)	3,744	(2,323)
	(6,067)	3,744	(2,323)
Total	459,777	16,325	476,102

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated. The charitable company adopted FRS 102 in the current year and an explanation of how transition to FRS 102 has affected the reported financial position and performance is given in the notes.

The financial statements are prepared in sterling.

Going concern
The trustees assess whether the use of the going concern concept is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

With the advent of the COVID-19 pandemic we are in uncertain times and the trustees are mindful of the impact on the future prospects for the charitable company and the group. Delivery within the sports development and education sector has been severely curtailed as a result of the safety measures and emergency legislation recently announced by the United Kingdom Government.

Clearly this will have an impact on the future viability of the charitable company and the group. We have therefore updated our existing forecasts to allow for the impact of a reduction in activity, whilst also having access to support currently being offered by the United Kingdom Government. We believe that our assumptions are realistic based on evidence currently available, and that the company will consequently have enough headroom within its liquid capital to continue for the foreseeable future.

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently they continue to adopt the going concern basis in preparing the annual financial statements.

Income
Income received for services provided is accounted for on an accruals basis.

Cash donations, gifts and legacies are included in full in the income and expenditure account as they are received. Any significant non-cash donations are included in the income and expenditure account at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Grants and other funding of a revenue nature are deferred and released to the income and expenditure account over the period to which they relate.

Bank interest is included in the income and expenditure account on an accruals basis.

continued...

1. ACCOUNTING POLICIES - continued

Expenditure
Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable activities expenditure comprises those costs incurred in the delivery of the company's activities. It includes both costs that can be attached directly to such activities and those costs of an indirect nature necessary to support them. Indirect support costs are apportioned on a consistent basis.

Allocation and apportionment of costs
Support costs have been allocated between management and staff, finance, human resources, property rent and repairs, other office costs and governance costs.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Support costs have been apportioned based on individual grants awarded compared to overall grants awarded. The allocation of support costs is analysed in the notes to the financial statements.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- Straight line over 15 years
Motor vehicles	- 25% on cost
Plant and machinery	- 2% - 50% straight line

Expenditure of a capital nature is capitalised when the expended amount per item is over £200.

Taxation
The company is a U.K. registered charity and is considered to pass the tests set out in Paragraph 1, Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income and gains are applied exclusively to charitable purposes charity.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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 the Statement of Financial Activities.

continued...

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Gifts	4	4
Donations	1,507	6,526
	1,511	6,530

In 2021, £10 of the total donation's income was attributable to unrestricted income funds (2020: £3,091) with the remaining balance of £1,501 (2020: £3,439) adding to restricted funds.

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	12	78

4. INCOME FROM CHARITABLE ACTIVITIES

	Education	Youth	Adult	Juniors
	£	£	£	£
Charitable activities	-	(21,484)	14,861	133,794
Furlough grant	-	29,016	650	24,792
Grants	20,874	615,957	46,508	141,500
	20,874	623,489	62,019	300,086

	Coach and development	Other Grants	2021 Total activities	2020 Total activities
	£	£	£	£
Charitable activities	62,616	5,810	195,597	171,433
Furlough grant	5,919	24,052	84,429	111,590
Grants	1,000	104,524	930,363	936,676
	69,535	134,386	1,210,389	1,219,699

Grants received, included in the above, are as follows:

	2021	2020
	£	£
Premier League Kicks	227,404	200,000
Premier League Primary Stars / School Sport	141,500	140,000
Volunteer Co-Ordinator	-	19,421
Premier League Senior Schools Hub	-	86,900
Carried forward	368,904	446,321

continued...

4. INCOME FROM CHARITABLE ACTIVITIES - continued

	2021	2020
	£	£
Brought forward	368,904	446,321
NCS	254,601	244,379
Other Grants	27,629	65,826
Premier League Inspires	69,279	70,150
Premier League Kicks Targeted	23,209	45,000
Premier League Core Funding	65,000	65,000
Tigers Together	12,816	-
Loneliness Together	46,552	-
Holiday Action Fund	28,603	-
Kickstart Scheme	11,895	-
Training Ground	20,875	-
Tigers Trust Football Centre	1,000	-
	930,363	936,676

5. RAISING FUNDS

Other trading activities

	2021	2020
	£	£
Bad debts	1,448	-

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Education	15,383	1,120	16,503
Youth	505,246	24,146	529,392
Adult	51,542	4,464	56,006
Juniors	232,921	12,397	245,318
Coach and development	70,853	1,466	72,319
Other Grants	159,538	59,540	219,078
	1,035,483	103,133	1,138,616

continued...

7. SUPPORT COSTS

	Finance	Repairs	Property & Rent
	£	£	£
Education	-	-	-
Youth	64	-	117
Adult	-	-	-
Juniors	339	-	-
Coach and development	1,080	-	-
Other Grants	221	(777)	1,713
	1,704	(777)	1,830

	Other Office Costs	Governance costs	Totals
	£	£	£
Education	1,120	-	1,120
Youth	18,367	5,598	24,146
Adult	4,464	-	4,464
Juniors	11,197	861	12,397
Coach and development	386	-	1,466
Other Grants	27,638	30,745	59,540
	63,172	37,204	103,133

The total support costs included in coaching and development, are apportioned based on individual project income values compared to the total project income value and has been split between restricted funds and unrestricted funds.

8. NET INCOME/(EXPENDITURE)

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

	2021	2020
	£	£
Depreciation - owned assets	18,062	19,369

continued...

9. AUDITORS' REMUNERATION

	2021	2020
	£	£
Fees payable to the charity's auditors and their associates for the audit of the charity's financial statements	9,720	11,634

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2021 nor for the year ended 31 August 2020.

11. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	811,621	820,934
Social security costs	48,786	52,750
Other pension costs	15,212	12,676
	875,619	886,360

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

	2021	2020
Line Management	7	7
Delivery Staff	50	65
	57	72

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

	2021	2020
£70,001 - £80,000	1	1

Total redundancy payments during the year ended 31st August 2021 amounted to £nil (2020: £20,872).

The trustees consider the board of trustees, the community manager and Chief Executive Officer as comprising the key management personnel of the charity in charge of directing, controlling and operating the charity on a day to day basis. All trustees give their time freely and no trustee remuneration was paid in the period. The total remuneration and other benefits (including employer contributions) paid on behalf of key management personnel for their services to the charity was £73,755 (2020: £74,544).

continued...

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	3,091	3,439	6,530
Charitable activities			
Education	29,379	-	29,379
Youth	-	740,092	740,092
Adult	4,066	8,517	12,583
Juniors	705	245,089	245,794
Coach and development	53,018	23,778	76,796
Other Grants	115,055	-	115,055
Investment income	78	-	78
Other income	27,553	5,119	32,672
Total	232,945	1,026,034	1,258,979
EXPENDITURE ON			
Charitable activities			
Education	22,242	-	22,242
Youth	-	551,310	551,310
Adult	3,867	19,864	23,731
Juniors	113	237,102	237,215
Disability	-	4,901	4,901
Coach and development	84,493	15,931	100,424
Other Grants	205,723	-	205,723
Total	316,438	829,108	1,145,546
NET INCOME/(EXPENDITURE)	(83,493)	196,926	113,433
Transfers between funds	100,119	(100,119)	-
Net movement in funds	16,626	96,807	113,433
RECONCILIATION OF FUNDS			
Total funds brought forward	88,597	25,164	113,761
TOTAL FUNDS CARRIED FORWARD	105,223	121,971	227,194

continued...

13. TANGIBLE FIXED ASSETS

GROUP	Long leasehold improvement £	Plant and machinery £	Totals £
COST			
At 1 September 2020 and 31 August 2021	38,676	171,542	210,218
DEPRECIATION			
At 1 September 2020	10,360	150,334	160,694
Charge for year	2,594	15,468	18,062
At 31 August 2021	12,954	165,802	153,019
NET BOOK VALUE			
At 31 August 2021	25,722	5,740	31,462
At 31 August 2020	28,316	21,208	49,524

CHARITY	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 September 2020 and 31 August 2021	141,663	15,600	157,263
DEPRECIATION			
At 1 September 2020	132,023	9,750	141,773
Charge for year	7,346	3,900	11,246
At 31 August 2021	139,369	13,650	153,019
NET BOOK VALUE			
At 31 August 2021	2,294	1,950	4,244
At 31 August 2020	9,640	5,850	15,490

continued...

14. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2020 and 31 August 2021	100
NET BOOK VALUE	
At 31 August 2021	100
At 31 August 2020	100

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies comprise the following:

The Tigers Trust Arena Limited
Registered office: The Tigers Trust Arena, Walton Street, Hull, England, HU3 6GA
Nature of business: Hiring of facilities.

Class of share:	% Holding
Ordinary	100

	2021 £	2020 £
Aggregate capital and reserves	13,191	(9,128)
Profit/(Loss) for the year	22,319	(2,498)

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	23,478	28,318	22,348	28,748
Other debtors	-	-	-	-
VAT	-	1,013	-	-
Amounts owed by group undertakings	-	-	101,115	66,157
Prepayments and accrued income	35,373	29,876	34,065	25,129
	58,851	59,207	157,528	120,034

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Hire purchase contracts (see note 18)	2,323	3559	2,323	3,559
Trade creditors	47,476	21,811	29,938	22,163
VAT	338	-	-	-
Other creditors	7,469	9,870	7,469	9,870
Accruals and deferred income	147,974	318,861	116,003	277,760
	205,580	354,101	155,733	313,352

Deferred income totalling £77,397 (2020: £261,820) relates to projects continuing or commencing after the year ended 31st August 2021.

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Hire purchase contracts (see note 18)	-	2,508	-	2,508

18. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2021	2020
	£	£
Net obligations repayable:		
Within one year	2,323	3,559
Between one and five years	-	2,508
	2,323	6,067

continued...

19. MOVEMENT IN FUNDS

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	95,996	(35,189)	173,416	234,223
Kickstart Scheme	-	4,475	(1,189)	3,286
	95,996	(30,714)	172,227	237,509
Restricted funds				
Premier League Kicks	23,943	79,909	(48,371)	55,481
Primary Stars	-	60,708	(28,140)	32,568
Premier League Senior Schools HUB	75,516	(54,731)	(5,979)	14,806
NCS	-	68,761	(68,761)	-
Premier League Inspires	721	6,419	(7,140)	-
Premier League Kicks Targeted	21,790	(18,006)	(3,784)	-
Social Inclusion	-	28,472	(7,964)	20,508
Training Ground	-	4,374	(2,088)	2,286
	121,970	175,906	(172,227)	125,649
TOTAL FUNDS	217,966	145,192	-	363,158

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	419,795	(454,984)	(35,189)
Kickstart Scheme	11,895	(7,420)	4,475
	431,690	(462,404)	(30,714)
Restricted funds			
Premier League Kicks	255,375	(175,466)	79,909
Primary Stars	306,186	(245,478)	60,708
Premier League Senior Schools HUB	953	(55,684)	(54,731)
NCS	254,651	(185,890)	68,761
Premier League Inspires	69,994	(63,575)	6,419
Premier League Kicks Targeted	23,209	(41,215)	(18,006)
Social Inclusion	90,121	(61,649)	28,472
Training Ground	20,875	(16,501)	4,374
	1,021,364	(845,458)	175,906
TOTAL FUNDS	1,453,054	(1,307,862)	145,192

continued...

19. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
Unrestricted funds				
General fund	81,867	(85,990)	100,119	95,996
Restricted funds				
Premier League Kicks	-	46,804	(22,861)	23,943
Primary Stars	-	9,988	(9,988)	-
Volunteer Co-Ordinator	-	7,846	(1,942)	5,904
Premier League Senior Schools HUB	25,164	54,992	(10,544)	69,612
NCS	-	41,154	(41,154)	-
Premier League Inspires	-	7,736	(7,015)	721
Prince's Trust	-	2,115	(2,115)	-
Premier League Kicks Targeted	-	26,290	(4,500)	21,790
	25,164	196,925	(100,119)	121,970
TOTAL FUNDS	107,031	110,935	-	217,966

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	439,443	(525,433)	(85,990)
Restricted funds			
Premier League Kicks	252,904	(206,100)	46,804
Primary Stars	247,090	(237,102)	9,988
Volunteer Co-Ordinator	23,777	(15,931)	7,846
Premier League Senior Schools HUB	125,113	(70,121)	54,992
NCS	255,157	(214,003)	41,154
Premier League Inspires	70,151	(62,415)	7,736
Prince's Trust	6,843	(4,728)	2,115
Premier League Kicks Targeted	44,999	(18,709)	26,290
	1,026,034	(829,109)	196,925
TOTAL FUNDS	1,465,477	(1,354,542)	110,935

continued...

19. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	81,867	(121,179)	273,535	234,223
Kickstart Scheme	-	4,475	(1,189)	3,286
	81,867	(116,704)	272,346	237,509
Restricted funds				
Premier League Kicks	-	126,713	(71,232)	55,481
Primary Stars	-	70,696	(38,128)	32,568
Volunteer Co-Ordinator	-	7,846	(1,942)	5,904
Premier League Senior Schools HUB	25,164	261	(16,523)	8,902
NCS	-	109,915	(109,915)	-
Premier League Inspires	-	14,155	(14,155)	-
Prince's Trust	-	2,115	(2,115)	-
Premier League Kicks Targeted	-	8,284	(8,284)	-
Social Inclusion	-	28,472	(7,964)	20,508
Training Ground	-	4,374	(2,088)	2,286
	25,164	372,831	(272,346)	125,649
TOTAL FUNDS	107,031	256,127	-	363,158

continued...

19. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	443,004	(603,623)	(160,619)
Kickstart Scheme	11,895	(7,420)	4,475
	454,899	(611,043)	(156,144)
Restricted funds			
Premier League Kicks	508,279	(381,566)	126,713
Primary Stars	553,276	(482,580)	70,696
Volunteer Co-Ordinator	23,777	(15,931)	7,846
Premier League Senior Schools HUB	126,066	(125,805)	261
NCS	509,808	(399,893)	109,915
Premier League Inspires	140,145	(125,990)	14,155
Prince's Trust	6,843	(4,728)	2,115
Premier League Kicks Targeted	68,208	(59,924)	8,284
Social Inclusion	90,121	(61,649)	28,472
Training Ground	20,875	(16,501)	4,374
	2,047,398	(1,674,567)	372,831
TOTAL FUNDS	2,502,297	(2,285,610)	216,687

Transfers between funds

The transfers between funds relate to excess income on specific projects which have been delivered, together with an allocation to specific projects which require additional funding.

20. EMPLOYEE BENEFIT OBLIGATIONS

During the period the charitable company paid £16,159 (2020: £14,334) into defined contribution schemes. The expense and liability are allocated between unrestricted and restricted funds based on employee's time between projects. There was £3,647 outstanding at the period end (2020: £3,438).

continued...

21. CONTINGENT LIABILITIES

The company is limited by members' guarantees and therefore has no share capital.

In the case of a winding-up, members have undertaken to contribute to the charity's assets to a maximum of £10 per member. The total number of members as at 31st August 2021 was four.

22. RELATED PARTY DISCLOSURES

Owing to the nature of the Charity's operations and the composition of the board of trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Charity's normal procurement procedures.

During the year ended 31st August 2021, there were no further related party transactions other than key management remuneration, services provided by Pace Communications Limited and transactions with the subsidiary company, The Tigers Trust Arena Limited.

Key management remuneration is disclosed in note 9.

Mrs A J Foy (Trustee) is a director and shareholder of Pace Communications Limited, a company which provided marketing services to the Trust during the year for £nil (2020: £648).

The charity owns the whole of the issued ordinary share capital of The Tigers Trust Arena Limited, a company registered in England. All activities have been consolidated on a line by line basis in the Statement of Financial Activities. A summary of the results of the subsidiary is shown below:

	Total 2021	Total 2020
	£	£
Turnover	54,251	89,679
Cost of sales	(932)	(4,199)
Gross profit	53,319	85,480
Administrative expenses	(186,485)	(227,699)
Other operating income	155,485	139,721
Net profit	22,319	(2,498)
The aggregate of the assets, liabilities and funds was:		
Assets	170,464	103,195
Liabilities	(157,273)	(112,323)
Aggregate called up share capital and reserves	13,191	(9,128)

continued...

23. NET INCOMING RESOURCES OF PARENT CHARITABLE COMPANY

As permitted by Section 408 of the Companies Act 2006, the statement of Financial Activities of the parent charitable company is not presented as part of these financial statements. The parent charitable company's net incoming resources for the year to 31st August 2021 was £103,254, (2020: £113,433).

TIGERS SPORT AND EDUCATION TRUST

England & Wales - Charity number 1092287

Accounts

REGISTERED COMPANY NUMBER: 04320313 (England and Wales)
REGISTERED CHARITY NUMBER: 1092287

Report of the Trustees and

Audited Consolidated Financial Statements for the Year Ended 31 August 2020

for

Tigers Sport and Education Trust

Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Tigers Sport and Education Trust

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for the Year Ended 31 August 2020

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2020. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRATEGIC REPORT

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

04320313 (England and Wales)

Registered Charity number

1092287

Registered office

Tigers Trust Arena West Park
Walton Street
Hull
East Yorkshire
HU3 6GA

Trustees

Mr N J Cavill
Mrs A J Foy
Mrs D Hayden
Mr S T Logan
Mr C M O'Neill
Mr S M Royce
Mrs V Stabler

Company Secretary

Taylored Business Secretaries Limited

Auditors

Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers
Lloyds Bank plc
Silver Street
Hull
HU1 1HX

OBJECTIVES AND ACTIVITIES

Objectives and Public Benefit
The charity's objects are for the benefit of the public generally and, in particular, the inhabitants of East Yorkshire and Humberside and its surrounding areas. The Trustees have considered the Commission's guidance on public benefit and are of the opinion that it is fulfilled by the charity's continued pursuit of the following objectives: -

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health;

- to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;

- to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity including (but not restricted to) through the use of the game of football (including its history and rules) and other sports activities as educational tools and, in furtherance of such object, through the provision of facilities at the KCOM Stadium (or such other facility occupied by Hull City AFC) for meetings, lectures and classes for the benefit of such persons; and

- 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.

ACHIEVEMENT AND PERFORMANCE

Charitable activities
For 30 years, the Tigers Sport and Education Trust has been a recognised provider of Sport and Education across Hull and East Riding. Governed by a Board of Trustees and funded by the EFL Trust and Premier League, the Trust's priority is a high standard of organisation and quality delivery within the Sports Development and Education sector.

During this period the programme delivery supported the following:

- Primary schools
- Secondary schools
- Young people
- Adults
- Vulnerable adults
- Care leavers
- Community centres & libraries
- Community food banks and food swaps
- Physical activity for our local people with disabilities
- Physical, educational and social care activity across our communities
- 55+ Walking Footballers
- Physical and social activity for our international communities

- Women and girls football
- Match day activity
- NHS
- Hull and East Riding of Yorkshire – emergency Covid-19 response operations

The trustees were instrumental in the appointment of a new CEO to replace John Davies who retired in December 2018. This followed a report which had been commissioned by the trustees to review operational and strategic direction.

The key priorities for the new CEO who joined in April 2019 was to lead the desired change required within the organisation whilst raising the profile with future potential funders and supporters and strengthening the relationships with key stakeholders and funders; including Hull City Tigers FC, PFA, EFL Trust and Premier League. This change has continued to be seen as wholly positive aligned to the strengthening of the Board of Trustees in May 2019.

In December 2019 the trustees working with the exec team and the exec team working with the wider team, concluded a process of reviewing the Trust's Vision, Mission and strategic objectives to enhance and improve the delivery of the charitable objects.

Aligned to the strengthened operational, management and governance structures; positive progression and improvement continued to be made by the Trust in relation to the Capability Code of Practice Framework, introduced by the EFL Trust and Premier League in the previous period for all affiliated football foundations and charities. (#)

The challenges relating to the Arena have continued through this period with the extended period of Academy use, following further delays relating to a move to their new site. This challenge has been recognised and compensated by Hull City Tigers and continues to be managed by the Trustees, CEO and Club. (#)

It must be noted additional challenges directly relating to Covid-19 pandemic and lockdown from March 2020 have severely impacted the operations of both the charity and the arena; the implementation of our strategic plan; 30 years anniversary and celebrations has led to further consolidation of personnel and resources. We anticipate this will continue during the exit from lockdown and impact of Covid-19 during the period to come. (#)

TIGERS TRUST
IN THE COMMUNITY

'Your Club, Your Community, Your Opportunity'

Our Vision:

Inspired and integrated communities, living active, healthy and happy lives.





Mission:

We dare to inspire, engage and improve our communities, through sport, active participation and education; providing opportunities and removing barriers; supporting and raising aspirations and helping people to lead healthy and happy lives because we care and because we can.

Values:

Fun - We believe fun should be central to all we do

Ambitious - We strive to be the best in everything we do

Inspiring - We seek to be positive role models in all we do

Respectful - We treat everyone with respect

Passionate - We care passionately about our community

Inclusive - We seek inclusivity in all we do





All of our charitable activities work to achieve some or all of the following **Key Objectives** which were co-created by the Trustees and Team during November and December 2019:

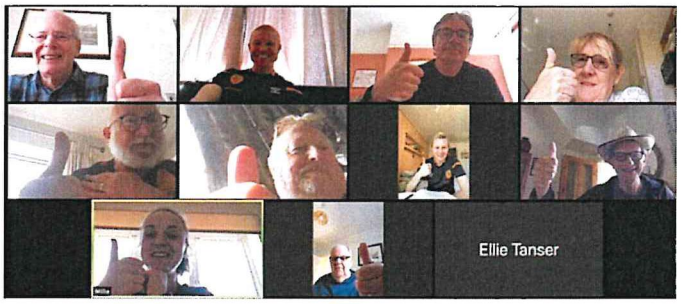
1. **Inspire Communities** - working to 'inspire' and raise the aspirations of our local communities through an inclusive and quality offer of sport and education activities and provision
2. **Improve Health & Wellbeing** - improving the health and well-being of our local communities through activities which promote safe, healthy and happy lifestyles
3. **Create Pathways to Education & Employment Opportunities** - creating the opportunity to raise educational attainment and promote the value of lifelong learning, whilst increasing access to the 'world of work' through promoting opportunities to interact with employers and entrepreneurs.
4. **Connect and Collaborate with Key Stakeholders** - maximising impact and resources by delivering together for the benefit of the local communities.
5. **Sustainable** - operate a financially sustainable and viable charity, working effectively with our Club, growing income and building strategic partnerships
6. **Build Capacity** – of our charity through excellent governance, quality management and an effective integrated delivery structure

Making a Difference (#)

Case Study 1 by a Walking Footballer – April 2020 (Month 1 of Lockdown 1)

"Well, obviously it's been many weeks since the group of players and followers were able to meet to play and enjoy each other's valuable company. It's a big vote of thanks for Tigers Trust for thinking about all of our safety and sending out the first tangible message that we need to take this virus seriously. The first effects of the virus upon me was the fact that I would not be able to meet up and tune in to the many different characters that make up our diverse group; sure we don't all get on all of the time, yet by and large when needed, the members pull together to support one another. I am fairly lucky in that I still have a business network to keep me connected and not allow me to drop into depression from being overwhelmed from not being able to function and communicate with my peers. I am really proud of the work that the trust does and thinking about my peer group, I feel supported by our project facilitators as they constantly check in to see how we are all doing. That's really welcome!

Some might say that Walking Football is not the same as its mother sport and that may be the case, yet it is the human contact that keeps our group together, we have shared experiences and impacted emotions too, we all worry about where this is going to end for us and our families, our friends and businesses. Coming together for a weekly quiz, lovingly put together by our mentors is a great way of checking in with each other and that despite having to admit that this virus is what it is, we all still have a sense of connection with each other. Sure, the impulse to contact and hug, shake hands, or pat each other physically on the back is, for now impossible, yet we can still express our connection to each other, even if that is still in a playful competitiveness.



I am a firm believer and practitioner of exteriorisation techniques, they are great for pain control and also mental health. Our virtual meet ups may just come at the right time in the week when we may be feeling low, or just something to look forward to and put into a positive schedule. It was really apparent this morning how much we physically miss each other and want to be together still, despite the odd mickey take of an absentee. The Tigers Trust has to be complemented for creating this bond, it's no something achieved by witty marketing, it is a human bonding process that I feel very proud about. A super well done all – let's keep safe so we can play safe the next time we meet for a game."

Case Study 2 by a Tigers Trust Delivery Officer, Ryan – April 2020 (Month 1 of Lockdown 1)



"During the week commencing Monday 6th April, I helped three residents overall with their shopping as they had difficulty collecting their shopping and leaving their homes. My role involved collecting essential things they needed from the specific shops they requested. It also allowed me the opportunity to talk to them and show that there are people who want to help them."

"The Trust addressed the problems that elderly residents and vulnerable people in our area were currently having. This has included leaving their homes for anything they need, such as shopping or medical supplies. It has also allowed us to prevent them feeling isolated during this pandemic."

One resident commented on Ryan's help "Ryan has a heart of gold; he was so helpful".

OUR PROGRAMMES:	OUR KEY OBJECTIVES: 1. INSPIRING OUR COMMUNITIES	2. IMPROVING HEALTH & WELLBEING	3. CREATING EDUCATION & EMPLOYMENT OPPORTUNITIES
1. Primary Schools:			
PL Primary Stars	✓	✓	✓
Holiday Football Centres	✓	✓	✓
Saturday Football Club	✓	✓	
2. School Hubs:			
Inspires	✓	✓	✓
SEED		✓	
Streetgames	✓	✓	✓
DKH	✓	✓	✓
3. Social Inclusion:			
Kicks	✓	✓	✓
Targeted Kicks	✓	✓	✓
Tackling Loneliness & Isolation		✓	
Tigers Together	✓	✓	
Detached Youth Work	✓	✓	✓
Disability Sports		✓	
4. NCS			
NCS Summer	✓	✓	✓
NCS Autumn	✓	✓	✓
School Support	✓		✓

Premier League Charitable Fund

EFL TRUST

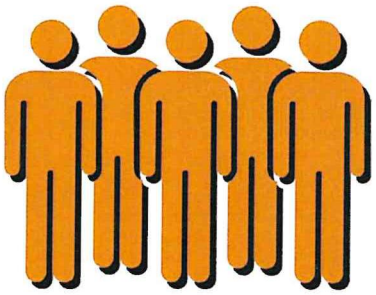
NHS Hull Clinical Commissioning Group

Our Year in Numbers 2019-2020

HULL CITY 1904

TIGERS TRUST IN THE COMMUNITY

33,395 participants



4,925 phone calls to participants





220 volunteers



social action hours back into the community

22 different nationalities engaged with





2,542 females have accessed football through Tigers Trust

FINANCIAL REVIEW

Financial position

The principal funding sources are detailed in the Achievements and Performance Section of this report.

The group generated restricted income of £1,026,034 (2019: £1,290,588), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £829,108 (2019: £1,146,201). The restricted grants and their associated expenses are shown as restricted funds in the statement of financial activities.

The group generated unrestricted income of £439,443 (2019: £372,575), which is detailed in notes 2, 3 and 4 to the accounts. The costs of activities for generating funds were £532,394 (2019: £580,502).

The net movement in funds for the period amounted to a surplus of £103,975 (2019: £63,540 deficit).

The group held fund balances at 31st August 2020 of £121,971 (2019: £25,164) of surplus restricted funds and £89,035 (2019: £81,867) of unrestricted funds.

Significant events during this period relate directly to the Covid-19 pandemic. The Trust carefully managed the situation as it impacted on activities, working closely with the Club, funders and stakeholders to effectively manage the emerging situation. Government support including the Job Retention Scheme (Furlough) and Business Rate reduction eased the immediate pressures. The Trust continued to review resources throughout the period, reviewing and consolidating staffing and resources at the end of the period making 5 positions redundant.

Reserves policy

The trustees review the reserve levels of the charitable group and company annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The activities that the charitable group undertakes on a day-to-day basis are funded from both its restricted reserves that were provided for specific purposes and its unrestricted reserves for all other activities.

The trustees need to ensure that the charitable group has sufficient working capital to cover delays between receipt of grants and spending. At 31st August 2020 the group had a surplus in unrestricted funds of £89,035 (2019: £81,867) of which £49,524 (2019: £61,289) is tied up in tangible fixed assets. The group also has a surplus in restricted funds of £121,971 (2019: £25,164). Taking into account the nature of the group's income streams, the trustees are of the view that reserves at these levels are sufficient to cover its working capital needs. Moving forward TSET has prioritised the strategy to increase of unrestricted reserves through non-programme funded income, such as Soccer Schools and events.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Future Plans

The CEO has continued to strengthen links to strategic partners and potential funders, during the period. In the context of Covid-19 the Trust has positioned itself at the heart of the community response, seeking opportunities for greater collaboration with key stakeholders and funders to benefit the sustainability of the charity by opening up new opportunities and building on the proven and excellent delivery track record of the charity. (#)

Plans to secure Football Foundation and Sport England grants to improve the Arena facilities and make them more commercially viable has been disrupted by the pandemic, however, the partnership with Hull City FC has strengthened and the Trust expect the plans to continue to develop beyond the pandemic. The Local Facilities Football Plan (LFFP) identifies the Arena and outdoor pitches as a priority and the development of this requires strong collaboration with Hull City Tigers, Hull City Council and other strategic partners. Engagement with partners has supported progress to realise this opportunity. (#)

The charity launched a new website during this period to raise awareness and the profile of the activities of the Trust and promote the income generation activities, such as Soccer Schools and events in addition to the need for fund raising. (#)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tigers Sport and Education Trust, company number 04320313, is constituted under its Memorandum and Articles of Association dated 9 November 2001 and is a registered charity, number 1092287. The principal address of the charity is the same as its registered office. The charitable company is limited by guarantee. Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member. The current number of members is four.

Current trustees appoint new trustees by majority vote. New trustees are briefed of their duties and responsibilities as a trustee of the charity. The Board of Trustees meets quarterly to discuss the performance of the charity.

The day-to-day management of the company was delegated to Catherine Bishop, Chief Executive Officer, who joined the Trust in April 2019 following the retirement of John Davies, Community Manager in December 2018.

Relationships between charity and related parties

The charitable company operates by receiving its main funding from the Premier League Charitable Fund and English Football League Charitable Trust. In 2016, the charitable company set up a wholly owned trading subsidiary, The Tigers Trust Arena Limited. The purpose of the subsidiary is to undertake the management of the Arena. Details of the financial performance of the subsidiary are included in the notes to the financial statements.

Key management remuneration

The trustees consider the board of trustees and the Chief Executive Officer as comprising the key management personnel of the charity. No trustee was remunerated during the year and details of trustee expenses and related party transactions are disclosed in the notes to the accounts.

The pay of the Chief Executive Officer is reviewed annually and is bench-marked with charities of a similar size and activity.

Risk management

The Board of Trustees acknowledges its responsibility to identify, assess and manage risk. The main financial risk to the charity is the availability of funding relevant to the pursuit of its objectives. The trustees, in conjunction with the Chief Executive Officer, have reviewed the strategy and objectives of the Charity and have begun to collaborate with strategic stakeholders to identify new opportunities and income streams and seek new funding to secure the continued sustainable operations of the charity.

The main non-financial risk to the charity arises from working with young people and vulnerable adults. Since the arrival of the new Chief Executive Officer, the Trust has undertaken a comprehensive review of Safeguarding Policy and Procedures to ensure they support safe practice to mitigate this risk, which has also involved a closer alignment to the Safeguarding lead at Hull City Tigers. A new 'safeguarding' lead has been identified by the Trust.

The trustees examine the major risks that the charity faces each year and have developed systems to monitor and control these risks to mitigate any impact that they may have on the charity in the future.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

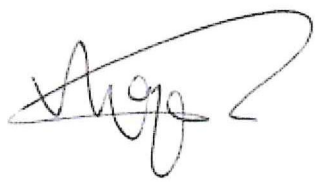
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Harris Lacey and Swain, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 30th April 2021 and signed on the board's behalf by:



.....
Mr S M Royce - Trustee

Report of the Independent Auditors to the Members of Tigers Sport and Education Trust

Opinion

We have audited the financial statements of Tigers Sport and Education Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 August 2020, which comprises the Statement of Consolidated Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Statement 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 groups and of the charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

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

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

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

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

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

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

Use of our report

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



Richard D Lacey (Senior Statutory Auditor)
for and on behalf of Harris Lacey and Swain
Chartered Accountants and Statutory Auditors
Suite 1
The Riverside Building
Hessle
East Yorkshire
HU13 0DZ

Date: 17 May 2021

Tigers Sport and Education Trust

Statement of Consolidated Financial Activities for the Year Ended 31 August 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	3,091	3,439	6,530	8,501
Charitable activities	4				
Education		29,379	-	29,379	70,111
Youth		-	740,092	740,092	749,658
Adult		4,066	8,517	12,583	52,527
Juniors		705	245,089	245,794	301,501
Disability		-	-	-	101,917
Coach and development		53,018	23,778	76,796	101,596
Other Grants		115,055	-	115,055	35,936
Investment income	3	78	-	78	118
Other income		4,651	5,119	9,770	34,883
Income from commercial operations		229,400	-	229,400	206,413
Total		439,443	1,026,034	1,465,477	1,663,161
EXPENDITURE ON					
Charitable activities	5				
Education		22,242	-	22,242	60,788
Youth		-	551,310	551,310	704,008
Adult		3,867	19,864	23,731	54,174
Juniors		113	237,102	237,215	258,689
Disability		-	4,901	4,901	85,594
Coach and development		84,493	15,931	100,424	108,056
Other Grants		205,723	-	205,723	255,562
Expenditure on commercial operations		208,996	-	208,996	199,830
Total		525,434	829,108	1,354,542	1,726,701
NET INCOME/(EXPENDITURE)		(85,991)	196,926	110,935	(63,540)
Transfers between funds	18	100,119	(100,119)	-	-
Net movement in funds		14,128	96,807	110,935	(63,540)
RECONCILIATION OF FUNDS					
Total funds brought forward		81,867	25,164	107,031	170,571
TOTAL FUNDS CARRIED FORWARD		95,995	121,971	217,966	107,031

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Balance Sheet
31 August 2020

	Notes	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	**49,524**	61,289
Investments	13	**-**	-
		49,524	61,289
CURRENT ASSETS			
Debtors	14	**59,207**	99,815
Cash at bank and in hand		**465,844**	471,616
		525,051	571,431
CREDITORS			
Amounts falling due within one year	15	**(354,101)**	(519,622)
NET CURRENT ASSETS		**170,950**	51,809
TOTAL ASSETS LESS CURRENT LIABILITIES		**220,474**	113,098
CREDITORS			
Amounts falling due after more than one year	16	**(2,508)**	(6,067)
NET ASSETS/(LIABILITIES)		**217,966**	107,031
FUNDS	18		
Unrestricted funds		**95,995**	81,867
Restricted funds		**121,971**	25,164
TOTAL FUNDS		**217,966**	107,031

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

The financial statements were approved by the Board of Trustees and authorised for issue on 30th April 2021 and were signed on its behalf by:

.....
Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Charity Balance Sheet
31 August 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
FIXED ASSETS					
Tangible assets	12	15,490	-	15,490	21,759
Investments	13	100	-	100	100
		15,590	-	15,590	21,859
CURRENT ASSETS					
Debtors	14	120,034	-	120,034	167,988
Cash at bank and in hand		285,460	121,970	407,430	425,352
		405,494	121,970	527,464	593,340
CREDITORS					
Amounts falling due within one year	15	(313,352)	-	(313,352)	(495,371)
NET CURRENT ASSETS		92,142	121,970	214,112	97,969
TOTAL ASSETS LESS CURRENT LIABILITIES		107,732	121,970	229,702	119,828
CREDITORS					
Amounts falling due after more than one year	16	(2,508)	-	(2,508)	(6,067)
NET ASSETS/(LIABILITIES)		105,224	121,970	227,194	113,761
FUNDS	18				
Unrestricted funds				105,224	88,597
Restricted funds				121,970	25,164
TOTAL FUNDS				227,194	113,761

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

The financial statements were approved by the Board of Trustees and authorised for issue on 30th April 2021 and were signed on its behalf by:

.....
Mr S M Royce - Trustee

The notes form part of these financial statements

Tigers Sport and Education Trust

Consolidated Cash Flow Statement
for the Year Ended 31 August 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Cash generated from operations	1	5,313	260,050
Interest element of hire purchase payments paid		-	(572)
Net cash (used in)/provided by operating activities		5,313	259,478
Cash flows from investing activities			
Purchase of tangible fixed assets		(7,604)	(18,377)
Interest received		78	118
Net cash used in investing activities		(7,526)	(18,259)
Cash flows from financing activities			
Capital repayments in year		(3,559)	(3,496)
Net cash used in financing activities		(3,559)	(3,496)
Change in cash and cash equivalents in the reporting period		(5,772)	237,723
Cash and cash equivalents at the beginning of the reporting period		471,616	233,893
Cash and cash equivalents at the end of the reporting period		465,844	471,616

The notes form part of these financial statements

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

	2020 £	2019 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	110,935	(63,540)
Adjustments for:		
Depreciation charges	19,369	26,201
Interest received	(78)	(118)
Interest element of hire purchase and finance lease rental payments	-	572
Decrease/(increase) in debtors	40,608	(11,239)
(Decrease)/increase in creditors	(165,521)	308,174
Net cash (used in)/provided by operations	5,313	260,050

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated. The charitable company adopted FRS 102 in the current year and an explanation of how transition to FRS 102 has affected the reported financial position and performance is given in the notes.

The financial statements are prepared in sterling.

Group financial statements
The financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. A separate Statement of Financial Activities for the charity has not been presented as permitted by the exemption afforded by section 208 of the Companies Act 2006.

Going concern
The trustees assess whether the use of the going concern concept is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

The COVID-19 pandemic has brought about uncertain times and the trustees are mindful of the impact on the future prospects for the charitable company and the group. Delivery within the sports development and education sector has been severely curtailed as a result of the safety measures and emergency legislation announced by the United Kingdom Government.

Clearly this will have an impact on the future viability of the charitable company and the group. We have therefore updated our existing forecasts to allow for the impact of a reduction in activity, whilst also having access to support currently being offered by the United Kingdom Government. This includes Government's plan to lift measures during 2021. We believe that our assumptions are realistic based on evidence currently available, and that the company will consequently have enough headroom within its liquid capital to continue for the foreseeable future. The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently they continue to adopt the going concern basis in preparing the annual financial statements.

Income
Income received for services provided is accounted for on an accruals basis as is bank interest.

Cash donations, gifts and legacies are included in full in the income and expenditure account as they are received. Any significant non-cash donations are included in the income and expenditure account at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Grants and other funding of a revenue nature are deferred and released to the income and expenditure account over the period to which they relate.

continued...

1. ACCOUNTING POLICIES - continued

Expenditure
Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable activities expenditure comprises those costs incurred in the delivery of the company's activities. It includes both costs that can be attached directly to such activities and those costs of an indirect nature necessary to support them. Indirect support costs are apportioned on a consistent basis.

Allocation and apportionment of costs
Support costs have been allocated between management and staff, finance, human resources, property rent and repairs, other office costs and governance costs.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Support costs have been apportioned based on individual grants awarded compared to overall grants awarded. The allocation of support costs is analysed in the notes to the financial statements.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	-	Straight line over 15 years
Plant and machinery	-	2% - 50% straight line
Motor vehicles	-	25% on cost

Expenditure of a capital nature is capitalised when the expended amount per item is over £200.

Taxation
The company is a U.K. registered charity and is considered to pass the tests set out in Paragraph 1, Schedule 6 Finance Act 2010. Accordingly the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income and gains are applied exclusively to charitable purposes charity.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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 the Statement of Financial Activities.

continued...

2. DONATIONS AND LEGACIES

	2020	2019
	£	£
Gifts	4	9
Donations	6,526	8,492
	6,530	8,501

In 2020, £3,090 of the total donation's income was attributable to unrestricted income funds (2019: £8,492) with the remaining balance of £3,436 (2019: £nil) adding to restricted funds.

3. INVESTMENT INCOME

	2020	2019
	£	£
Deposit account interest	78	118

4. INCOME FROM CHARITABLE ACTIVITIES

	Education	Youth	Adult	Juniors
	£	£	£	£
Charitable activities	22,396	19,243	10,909	85,885
Furlough grant	6,983	53,037	1,674	19,909
Grants	-	667,812	-	140,000
	29,379	740,092	12,583	245,794

	Coach and development	Other Grants	2020 Total activities	2019 Total activities
	£	£	£	£
Charitable activities	31,726	1,274	171,433	273,356
Furlough grant	25,649	4,338	111,590	-
Grants	19,421	109,443	936,676	1,139,890
	76,796	115,055	1,219,699	1,413,246

Grants received, included in the above, are as follows:

	2020	2019
	£	£
Premier League Enterprise	-	45,000
Premier League Kicks	200,000	120,000
UEFA Foundation for Children	-	9,401
Premier League Primary Stars / School Sport		
	140,000	160,000
Carried forward	340,000	334,401

continued...

4. INCOME FROM CHARITABLE ACTIVITIES - continued

	2020	2019
	£	£
Brought forward	340,000	334,401
Premier League Women and Girls Project	-	25,844
Premier League Works	-	37,500
Premier League Health	-	34
BT Disability / Able & Active	-	100,293
Continuous Improvement Fund	-	29,720
Volunteer Co-Ordinator	19,421	1,766
Premier League Senior Schools Hub	86,900	103,567
NCS	244,379	464,765
Other Grants	65,826	42,000
Premier League Inspires	70,150	-
Premier League Kicks Targeted	45,000	-
Premier League Core Funding	65,000	-
	936,676	1,139,890

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Education	22,112	130	22,242
Youth	451,614	99,696	551,310
Adult	23,731	-	23,731
Juniors	226,813	10,402	237,215
Disability	5,409	(508)	4,901
Coach and development	98,638	1,786	100,424
Other Grants	151,783	53,940	205,723
	980,100	165,446	1,145,546

continued...

6. SUPPORT COSTS

	Management	Finance	Information technology
	£	£	£
Education	-	-	-
Youth	10,918	35	7,010
Juniors	-	-	-
Disability	-	-	-
Coach and development	-	512	-
Other Grants	-	409	2,808
	10,918	956	9,818

	Property,Rent & Repairs	Other Office Costs	Governance Costs	Totals
	£	£	£	£
Education	-	130	-	130
Youth	11,078	51,947	18,708	99,696
Juniors	-	10,402	-	10,402
Disability	-	(508)	-	(508)
Coach and development	-	1,274	-	1,786
Other Grants	3,269	22,030	25,424	53,940
	14,347	85,275	44,132	165,446

The total support costs included in coaching and development, are apportioned based on individual project income values compared to the total project income value and has been split between restricted funds and unrestricted funds.

7. NET INCOME/(EXPENDITURE)

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

	2020	2019
	£	£
Depreciation - owned assets	13,240	26,203

continued...

8. AUDITORS' REMUNERATION

	2020	2019
	£	£
Fees payable to the charity's auditors and their associates for the audit of the charity's financial statements	11,634	10,050

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2020 nor for the year ended 31 August 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2020 nor for the year ended 31 August 2019.

10. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	921,806	1,050,833
Social security costs	58,988	72,356
Other pension costs	14,334	12,364
	995,128	1,027,770

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

	2020	2019
Line Management	7	2
Delivery Staff	65	72
	72	74

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

	2020	2019
£70,001 - £80,000	1	1

Total redundancy payments during the year ended 31st August 2020 amounted to £20,872 (2019: £51,690).

The trustees consider the board of trustees, the community manager and Chief Executive Officer as comprising the key management personnel of the charity in charge of directing, controlling and operating the charity on a day to day basis. All trustees give their time freely and no trustee remuneration was paid in the period. The total remuneration and other benefits (including employer contributions) paid on behalf of key management personnel for their services to the charity was £74,544 (2019: £89,916).

continued...

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	8,492	9	8,501
Charitable activities			
Education	25,110	45,001	70,111
Youth	-	749,658	749,658
Adult	14,066	38,461	52,527
Juniors	5,148	296,353	301,501
Disability	-	101,917	101,917
Coach and development	70,111	31,485	101,596
Other Grants	35,936	-	35,936
Investment income	118	-	118
Other income	7,176	27,707	34,883
Total	166,157	1,290,591	1,456,748
EXPENDITURE ON			
Charitable activities			
Education	24,261	36,527	60,788
Youth	-	704,008	704,008
Adult	19,408	34,766	54,174
Juniors	1,049	257,640	258,689
Disability	-	85,594	85,594
Coach and development	80,389	27,667	108,056
Other Grants	255,562	-	255,562
Total	380,669	1,146,202	1,526,871
NET INCOME/(EXPENDITURE)	(214,512)	144,389	(70,123)
Transfers between funds	281,111	(281,111)	-
Net movement in funds	66,599	(136,722)	(70,123)
RECONCILIATION OF FUNDS			
Total funds brought forward	21,996	161,888	183,884
TOTAL FUNDS CARRIED FORWARD	88,595	25,166	113,761

continued...

12. TANGIBLE FIXED ASSETS

GROUP	Long leasehold improvements £	Plant and machinery £	Totals £
COST			
At 1 September 2019	38,676	163,938	202,614
Charge for year	-	7,604	7,604
At 31 August 2020	38,676	171,542	210,218
DEPRECIATION			
At 1 September 2019	7,766	133,559	141,325
Charge for year	2,594	16,775	19,369
At 31 August 2020	10,360	150,334	160,694
NET BOOK VALUE			
At 31 August 2020	28,316	21,208	49,524
At 31 August 2019	30,910	30,379	61,289

CHARITY	Plant and machinery £
COST	
At 1 September 2019	151,134
Charge for year	6,129
At 31 August 2020	157,263
DEPRECIATION	
At 1 September 2019	129,375
Charge for year	12,398
At 31 August 2020	141,773
NET BOOK VALUE	
At 31 August 2020	15,490
At 31 August 2019	21,759

continued...

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2019 and 31 August 2020	100
NET BOOK VALUE	
At 31 August 2020	100
At 31 August 2019	100

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies comprise the following:

The Tigers Trust Arena Limited
Registered office: The Tigers Trust Arena, Walton Street, Hull, England, HU3 6GA
Nature of business: Hiring of facilities.

Class of share:	% Holding
Ordinary	100

	2020 £	2019 £
Aggregate capital and reserves	(9,128)	(6,630)
Profit/(Loss) for the year	(2,498)	6,583

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Trade debtors	28,318	36,462	28,748	29,250
Other debtors	-	564	-	459
VAT	1,013	-	-	-
Amounts owed by group undertakings	-	-	66,157	75,493
Prepayments and accrued income	29,876	62,789	25,129	62,789
	59,207	99,815	120,034	167,991

continued...

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Hire purchase contracts (see note 17)	3,559	3,463	3,559	3,463
Trade creditors	21,811	145,631	22,163	144,177
Social security and other taxes	-	35,658	-	30,846
Other creditors	9,870	21,640	9,870	3,655
Accruals and deferred income	318,861	313,230	277,760	313,230
	354,101	519,622	313,352	495,371

Deferred income totalling £261,820 (2019: £294,114) relates to projects continuing or commencing after the year ended 31st August 2020.

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Hire purchase contracts (see note 17)	2,508	6,067	2,508	6,067

17. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2020	2019
	£	£
Net obligations repayable:		
Within one year	3,559	3,463
Between one and five years	2,508	6,067
	6,067	9,530

continued...

18. MOVEMENT IN FUNDS

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
Unrestricted funds				
General fund	88,597	(83,492)	100,119	105,224
Restricted funds				
Premier League Kicks	-	46,804	(22,861)	23,943
Primary Stars	-	9,988	(9,988)	-
Volunteer Co-Ordinator	-	7,846	(1,942)	5,904
Premier League Senior Schools HUB	25,164	54,992	(10,544)	69,612
NCS	-	41,154	(41,154)	-
Premier League Inspires	-	7,736	(7,015)	721
Prince's Trust	-	2,115	(2,115)	-
Premier League Kicks Targeted	-	26,290	(4,500)	21,790
	25,164	196,925	(100,119)	121,970
TOTAL FUNDS	113,761	113,433	-	227,194

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	232,945	(316,437)	(83,492)
Restricted funds			
Premier League Kicks	252,904	(206,100)	46,804
Primary Stars	247,090	(237,102)	9,988
Volunteer Co-Ordinator	23,777	(15,931)	7,846
Premier League Senior Schools HUB	125,113	(70,121)	54,992
NCS	255,157	(214,003)	41,154
Premier League Inspires	70,151	(62,415)	7,736
Prince's Trust	6,843	(4,728)	2,115
Premier League Kicks Targeted	44,999	(18,709)	26,290
	1,026,034	(829,109)	196,925
TOTAL FUNDS	1,258,979	(1,145,546)	113,433

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.18 £	Net movement in funds £	Transfers between funds £	At 31.8.19 £
Unrestricted funds				
General fund	21,996	(214,510)	281,111	88,597
Restricted funds				
Premier League Enterprise	874	8,871	(9,745)	-
Premier League Kicks	-	11,728	(11,728)	-
UEFA Foundation for Children	-	(13,081)	13,081	-
Futsal	-	(84)	84	-
Primary Stars	12,371	41,472	(53,843)	-
Premier League FA Women	-	6,563	(6,563)	-
Premier League Works	-	10,535	(10,535)	-
Premier League Health	-	(6,756)	6,756	-
Able & Active / BT Disability	24,038	16,080	(40,118)	-
Continuous Improvement	21,931	2,054	(23,985)	-
Volunteer Co-Ordinator	-	1,765	(1,765)	-
Premier League Senior Schools HUB	-	25,164	-	25,164
Hull Military Covenant Forum Fund	-	(395)	395	-
NCS	102,674	40,471	(143,145)	-
	161,888	144,387	(281,111)	25,164
TOTAL FUNDS	183,884	(70,123)	-	113,761

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	166,157	(380,667)	(214,510)
Restricted funds			
Premier League Enterprise	45,002	(36,131)	8,871
Premier League Kicks	120,343	(108,615)	11,728
UEFA Foundation for Children	9,402	(22,483)	(13,081)
Futsal	1	(85)	(84)
Primary Stars	299,112	(257,640)	41,472
Premier League FA Women	26,397	(19,834)	6,563
Premier League Works	37,501	(26,966)	10,535
Premier League Health	961	(7,717)	(6,756)
Able & Active / BT Disability	101,674	(85,594)	16,080
Continuous Improvement	29,721	(27,667)	2,054
Volunteer Co-Ordinator	1,765	-	1,765
Premier League Senior Schools HUB	122,233	(97,069)	25,164
Hull Military Covenant Forum Fund	-	(395)	(395)
NCS	496,479	(456,008)	40,471
	1,290,591	(1,146,204)	144,387
TOTAL FUNDS	1,456,748	(1,526,871)	(70,123)

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.18 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
Unrestricted funds				
General fund	21,996	(298,002)	381,230	105,224
Restricted funds				
Premier League Enterprise	874	8,871	(9,745)	-
Premier League Kicks	-	58,532	(34,589)	23,943
UEFA Foundation for Children	-	(13,081)	13,081	-
Futsal	-	(84)	84	-
Primary Stars	12,371	51,460	(63,831)	-
Premier League FA Women	-	6,563	(6,563)	-
Premier League Works	-	10,535	(10,535)	-
Premier League Health	-	(6,756)	6,756	-
Able & Active / BT Disability	24,038	16,080	(40,118)	-
Continuous Improvement	21,931	2,054	(23,985)	-
Volunteer Co-Ordinator	-	9,611	(3,707)	5,904
Premier League Senior Schools HUB	-	80,156	(10,544)	69,612
Hull Military Covenant Forum Fund	-	(395)	395	-
NCS	102,674	81,625	(184,299)	-
Premier League Inspires	-	7,736	(7,015)	721
Prince's Trust	-	2,115	(2,115)	-
Premier League Kicks Targeted	-	26,290	(4,500)	21,790
	161,888	341,312	(381,230)	121,970
TOTAL FUNDS	183,884	43,310	-	227,194

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	399,102	(697,104)	(298,002)
Restricted funds			
Premier League Enterprise	45,002	(36,131)	8,871
Premier League Kicks	373,247	(314,715)	58,532
UEFA Foundation for Children	9,402	(22,483)	(13,081)
Futsal	1	(85)	(84)
Primary Stars	546,202	(494,742)	51,460
Premier League FA Women	26,397	(19,834)	6,563
Premier League Works	37,501	(26,966)	10,535
Premier League Health	961	(7,717)	(6,756)
Able & Active / BT Disability	101,674	(85,594)	16,080
Continuous Improvement	29,721	(27,667)	2,054
Volunteer Co-Ordinator	25,542	(15,931)	9,611
Premier League Senior Schools HUB	247,346	(167,190)	80,156
Hull Military Covenant Forum Fund	-	(395)	(395)
NCS	751,636	(670,011)	81,625
Premier League Inspires	70,151	(62,415)	7,736
Prince's Trust	6,843	(4,728)	2,115
Premier League Kicks Targeted	44,999	(18,709)	26,290
	2,316,625	(1,975,313)	341,312
TOTAL FUNDS	2,715,727	(2,672,417)	43,310

Transfers between funds

The transfers between funds relate to excess income on specific projects which have been delivered, together with an allocation to specific projects which require additional funding.

continued...

19. EMPLOYEE BENEFIT OBLIGATIONS

During the period the charitable company paid £12,677 (2019: £14,858) into defined contribution schemes. The expense and liability are allocated between unrestricted and restricted funds based on employee's time between projects. There was £3,110 outstanding at the period end (2019: £3,655).

20. CONTINGENT LIABILITIES

The company is limited by members' guarantees and therefore has no share capital.

In the case of a winding-up, members have undertaken to contribute to the charity's assets to a maximum of £10 per member. The total number of members as at 31st August 2020 was four.

21. RELATED PARTY DISCLOSURES

Owing to the nature of the Charity's operations and the composition of the board of trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Charity's normal procurement procedures.

During the year ended 31st August 2020, there were no further related party transactions other than key management remuneration, services provided by Pace Communications Limited and transactions with the subsidiary company, The Tigers Trust Arena Limited.

Key management remuneration is disclosed in note 9.

Mrs A J Foy (Trustee) is a director and shareholder of Pace Communications Limited, a company which provided marketing services to the Trust during the year for £648 (2019: £4,897).

The charity owns the whole of the issued ordinary share capital of The Tigers Trust Arena Limited, a company registered in England. All activities have been consolidated on a line by line basis in the Statement of Financial Activities. A summary of the results of the subsidiary is shown below:

	Total 2020	Total 2019
	£	£
Turnover	89,679	156,413
Cost of sales	(4,198)	(9,930)
Gross profit	85,481	146,483
Administrative expenses	(230,050)	(189,900)
Other operating income	139,721	50,000
Net profit	(4,848)	6,583
The aggregate of the assets, liabilities and funds was:		
Assets	103,195	93,112
Liabilities	(114,673)	(99,742)
Aggregate called up share capital and reserves	(11,478)	(6,630)

continued...

22. NET INCOMING RESOURCES OF PARENT CHARITABLE COMPANY

As permitted by Section 408 of the Companies Act 2006, the statement of Financial Activities of the parent charitable company is not presented as part of these financial statements. The parent charitable company's net incoming resources for the year to 31st August 2020 was £113,433, (2019: £70,123 outgoing resources).