

Company registration number: 04903645

Charity registration number: 1102239

# Watford FC's Community Sports & Education Trust

(A company limited by share capital)

Annual Report and Financial Statements

for the Year Ended 30 June 2021

Azets Audit Services  
Ashcombe Court  
Woolsack Way  
Godalming  
Surrey  
GU7 1LQ

# **Watford FC's Community Sports & Education Trust**

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# **Watford FC's Community Sports & Education Trust**

## **Reference and Administrative Details**

### **Chairman**

Mr C J Norton

### **Secretary**

Mr P J Wastall

### **Principal Office**

Vicarage Road Stadium  
Watford  
Hertfordshire  
WD18 0ER

### **Company Registration Number**

04903645

### **Charity Registration Number**

1102239

### **Auditor**

Azets Audit Services Limited  
Ashcombe Court  
Woolsack Way  
Godalming  
Surrey  
GU7 1LQ

# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

This report provides a summary of the Trust's activities covering the period from 1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021. It provides information relating to some of the services the Trust delivered during the Covid-19 pandemic. The report details progress made against our principal areas of work, it highlights our key achievements, provides insight into some of the areas for development and also what we hope to achieve during 2021/22.

### **Trustees**

Mr C J Norton  
Mr P A Clark  
Mrs G L Clarke  
Mr E J Coan  
Dr J Davis Smith CBE  
Miss M J Gabbitass  
Mr C J Luff MBE  
Mr S J Macqueen  
Miss E R Saunders  
Professor S R Timperley

### **Executive Summary**

Despite further challenges posed by the pandemic, the Trust continued to provide a diverse range of services, as well as collaborating with a range of partners to provide support for those in need. Learnings from the previous year enabled the Trust to remain agile and flexible in its approach to providing its activities. This included offering hybrid models, running virtual provision alongside face-to-face delivery.

The Trust remains committed to continuous improvement and this is demonstrated in the review section of this report. Although it has been an extremely challenging year the Trust remain focused on making a positive difference for all through sport, physical activity and learning, and we believe that the achievements and performance section of this report provides evidence to confirm that the Trust continued to improve lives and enhance communities.

### **Objectives for Public Benefit**

Trustees work closely with staff to ensure that the Trust's strategic and operational priorities set for the year meet the charity objects detailed in its governing document, and the Charity Commission's general guidance on public benefit.

In broad terms the Trust's objectives for the benefit of the public are to:

- Provide and promote sport, physical activity and learning opportunities to the communities it serves.
- Assist in providing facilities and opportunities for all sections of the community, in the interests of social welfare and with the objective of making a difference to people's lives.
- Develop and implement new community-based projects, activities, initiatives and events which respond to communities' needs and help promote community cohesion.

The Trust has established strong and meaningful partnerships with a range of partners across the public, private and voluntary sectors and works collaboratively when delivering its services. The objectives for public benefit primarily come from the Trust's key priority areas of work which are: Health & Wellbeing, Learning & Skills, Social Inclusion and Football & Sports Development.

# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

The Trust recognises the importance of monitoring and evaluating its work on an ongoing basis. It produces an Impact Report on a yearly basis which provides evidence on a range of outcomes and impact. This report is widely circulated to fans, community partners and funders and a copy of it is freely available to the public by going to the Trust's website at [www.watfordfccsetrust.com](http://www.watfordfccsetrust.com) and upon request.

It is hoped that the rest of this report demonstrates many aspects of the public benefit which the charity provides.

### **HEALTH & WELLBEING**

#### **Physical Health**

Our Active Watford and Three Rivers project proved extremely successful, exceeding its targets by 25%. The project delivered a highly effective hybrid delivery style of online and face to face consultations, giving patients the continued choice that best suited their situation. Both Watford and Three Rivers Local Authorities, together with Herts Valley Clinical Commissioning Group as funders were extremely pleased with the project over this period.

Our Shape Up (adult weight management courses) continued to be provided to the usual high standard and a new App was launched to support ongoing delivery. The Trust submitted a bid to run a county wide weight management contract in Hertfordshire and was the chosen provider to deliver the service in Harrow under a new model.

#### **Mental Health**

The Comic Relief Empower project was maintained through a delivery period very disrupted by Covid-19. From January 2021 onwards the project was delivered face to face which supported project participants from 9-12 years old across West Herts with their mental health.

Our CAMHS funded Positive Minds project continued being delivered on the ground with 60+ schools per year benefiting and a much larger online version delivered county wide as well.

This period also saw the commencement of a new youth social prescribing project called 'Youth Link' delivering social prescribing services to 10-24 years old across West Herts in partnership with RAISE (West Herts Hospital Trust Charity).

Golden Memories continued to grow from strength to strength and is building a fantastic reputation both locally and nationally, with widespread press coverage. Delivery was halted during the pandemic and all delivery went virtual, although doorstep visits were made and 'golden reminiscence boxes' were delivered to beneficiaries. During 2021 in person sessions returned, with the service now oversubscribed as it enters its final year funding.

Our 'Extra Time' project was similarly affected by the non-delivery due to the pandemic but also resumed during 2021.

### **LEARNING & SKILLS**

#### **Premier League Inspires**

Weekly sessions took place during July for key workers' children and vulnerable young people at two of our partner secondary schools. In addition, electronic resources and virtual support were provided.

# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

We took part in the Premier League Inspires Challenge which saw five St Michael's Catholic High School students complete a social action project. Our team worked alongside our Premier League Kicks staff to deliver some female only led sessions. The girls had a great time and built-up vital life skills in the process.

We started looking ahead to the summer and new academic year with the development of 10 mental well-being sessions to grow our Premier League Inspires project offer in schools. By the end of the academic year some 16 secondary schools, colleges and pupil referral units were booked for the new academic year (September 2021).

### **Building Better Opportunities**

We continued to offer support and guidance remotely to young people engaged in this employability programme. Despite some successes in helping young people to secure employment, apprenticeships and volunteering, the Trust decided not to continue delivering the service in 2021/22. This was due to funding being reduced and the introduction of other employability programmes at county level.

### **National Citizen Service**

The summer programme ran during August and was branded 'Keep Doing Good'. We were the biggest delivery provider for the East of England this summer with 175 young people participating on programmes in Watford and Harrow. Some 3,863 volunteering hours were pledged by the young people, which included raising £4,388 for a wide range of local charities. The completion rate for young people was 100%.

*Quotes from NCS Summer 2020:*

- "This programme has taught me to not be scared of learning who I am or being judged by others or overthink what others might say about me".
- "Being able to make new friends was really nice. I think NCS was a good experience and really rewarding. I wish it was longer than 2 weeks".

Autumn Programme – 100% completion rate and over delivered on target numbers for both contracts. In addition, the English Football League Trust asked us to trial a virtual programme for a small group of young people from across London. Staff turned this around at short notice, with eight young people involved and 100% completion.

## **SOCIAL INCLUSION**

### **Premier League Kicks**

In 2020/2021, the Trust has engaged with more young people than ever before through Premier League Kicks. The project uses the power of football, sport and personal development activities to inspire young people of all backgrounds and abilities in some of the highest need areas. By working closely with the police, local authorities and other charities and organisations, Premier League Kicks is helping to build stronger, safer and more inclusive communities.

Despite the disruptions caused by Covid-19, the Trust has been able to increase both the Kicks Delivery team, with the addition of two Project Officers, and the amount of weekly provision on offer across Hertfordshire, Harrow and Hillingdon to over 40 hours. Following the return to face-to-face activity in March, the focus has been on building back confidence by creating safe environments and providing more opportunities in areas of high need. This has enabled the Trust to engage with 1946

# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

young people during this reporting period, of which over 30% are female, over 40% are aged 14+ and 10% have a disability.

Alongside weekly delivery, young people have represented the Trust in multiple competitions, events and Matchday Packages with Trust and Foundations at other football clubs, taken part in educational workshops related to local issues and attended fun trips to places including the Olympic Velodrome, Ninja Warrior and Go Ape! At both Community Centres, formalised Youth Boards have been created. These quarterly sessions will bring together a diverse group of Kicks participants to discuss and address community safety, programme experiences and improvements to the Centres.

The Trust has received £20,000 from Watford Community Housing Trust and £15,000 from St Albans Council to support existing Kicks delivery and further increase opportunities in South Hertfordshire. This has included new football-based youth engagement sessions at Cotlandswick Leisure Centre and Marlborough Science Academy as well as two Youth Club sessions at the Meriden Community Centre to mirror the successful Harrow model.

### **Premier League Kicks Targeted (Level Up)**

'Level Up' aims to tackle and help reduce youth violence in Harrow in the form of 1-2-1 and small group mentoring. The project uses a child centered approach to shape targets and reach desired outcomes for every individual which may include reduce risk factors in their lives, build confidence, develop resilience, provide a 'trusted adult' in their lives and create positive opportunities.

### **Premier League Kicks Girls Programme**

The funding for the Premier League Kicks Girls Programme from London Marathon Charitable Trust has been extended until July 2022 and the Trust will receive an additional £6,000 to continue delivering female specific sessions in Harrow. The Trust has over-achieved on all KPI's and outcomes between December 2020 – December 2021, including high engagement and sustainment figures, and has received very positive feedback from the funders.

### **Chances**

This Social Impact Bond programme supports Harrow residents aged 8-18 at risk of offending to develop mechanisms for preventing youth crime. By delivering a range of qualifications and sport-based sessions in Hatch End School and at Cedars Youth & Community Centre, the programme aims to improve attendance, reduce NEET status, reduce re-offending and improve physical literacy. Qualifications will include Sports Leaders, Arts Awards, AQA's, Playmakers and Activators courses. Year two of the programme starts in May 2022.

## **FOOTBALL & SPORTS DEVELOPMENT**

Delivery in this period was significantly impacted with restrictions placed on education and football during the second and third lockdowns in November 2020 and January 2021. From Easter 2021 we were able to resume most of our projects, adapted to include social distancing where possible.

**Holiday Coaching Courses** - Coaching courses for young people aged between six to twelve years of age took place at a range of community locations across South-West Hertfordshire and the London Borough of Harrow, with numbers reduced to reflect the FA's 'safe return to football guidance' player ratios. However we managed to deliver across all school holiday periods except for the February 2021 half-term due to covid restrictions once again halting grassroots football.

**Matchday Activities** – with football being played behind closed doors for the extended end of the 2019/20 and the whole of 2020/21 seasons, we were unable to deliver any matchday activities.

# Watford FC's Community Sports & Education Trust

## Trustees' Report

We were able to hold our 'Play Like a Pro' day in May 2021 with 320 children enjoying the chance to play fun games on the pitch at Vicarage Road.

**Player Development Centres** – We delivered our six player development centres either side of the November and January restrictions to grassroots football. These centres provided structured coaching for 565 young male and female grassroots footballers aged seven to 16 years of age.

We delivered a series of remote workshops, sessions, skills challenges, and fun (non-football) social activities online during the January-April lockdown and received overwhelming positive feedback from families delighted that we had created innovative ways of keeping their children involved and engaged when they were unable to participate in their usual football sessions.

**Watford FC Women** – For the second season running, Watford FC women found themselves in a promotion position in the FA Women's National League when the pandemic forced the FA to curtail the competition. We were delighted to be notified in June 2021 that we had been promoted to the elite level of the FA Women's Championship for the 2021/22 season.

**Schools Coaching Programmes** – Covid restrictions imposed on for external deliverers in schools in Hertfordshire and Harrow during the end of the 2019/20 academic year and for the first two terms of the 2020/21 academic year, meant our usual levels of delivery was reduced for a large part of this year. We worked with our partner schools to deliver breakfast, in-curriculum coaching, lunchtime and after school clubs where our support was required. We also continued to deliver our two funded programmes: 'Premier League Primary Stars' and the English Football League Trust's 'Move & Learn - Joy of Moving'.

**Football & Education Schemes** - Three schemes combining football and academic studies were run for boys between 16 and 18 years of age, in partnership with schools and colleges in Hertfordshire and Harrow. 75 students accessed training and match opportunities in the 2020/21 academic year.

**Foundation Degree** – September 2020 saw the launch of our Foundation Degree (FdA Football Development and Coaching) in partnership with Middlesex University with 10 students forming our first cohort.

**Disability Talent Hub** – We continued to deliver this programme at Watford FC's training ground providing coaching opportunities for talented players aged 7-16 years old, as part of The FA's England talent pathway.

### ***COMMUNITY FACILITIES (run and managed by the Trust)***

Both of our centre's, Cedars Youth & Community Centre in Harrow Weald and the Meriden Community Centre, Watford, spent many months of the financial year closed as a result of the Covid-19 pandemic. Between March and June, November 2020 and then January to April 2021, government measures forced the closures. PPE, thermal temperature checks and appropriate signage were introduced, and risk assessments performed to ensure that when the centres could re-open, all relevant measures had been taken to act compliantly.

Cedars continued to provide space for Harrow Mencap and the Home Learning Hub. Local schools also used the facility for key PE delivery and many other Trust programmes operated out of the centre. Membership of the centre exceeded 5,000 for the first time throughout the year, with weekly footfall of circa 1,138.

Meriden Community Centre provided space for the Music Gym, together with delivery of Trust health and social inclusion programmes. Membership levels approached 2,400 with weekly footfall at 1,000.



# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

### **Fundraising**

Due to the lockdown periods a number of fundraising events were cancelled across the year. The following activity did take place:

- During the year the Trust purchased and implemented a Fundraising CRM system – Beacon CRM.
- Race Europe – all team spaces filled which included Patrons family, Trustees, ex-players, current players, staff, volunteers - over £7,500 raised, with team finishing 3<sup>rd</sup>.
- Friends of the Trust Newsletter went out to c.550 supporters including Christmas Appeal.
- Graham Taylor Matchday – £580 raised from Club scarf sales and Donations (text and website).
- In collaboration with the Club, we were involved in running a Toy Drive. Our fans were asked to donate gifts for children between the ages of 0-17 years. Some 224 gifts were distributed to Trust partner schools who were able to identify their most vulnerable students and those from low-income families. Trust staff were involved in wrapping gifts and delivering them directly to the schools. Staff also delivered gifts to the Starfish Ward, Watford General Hospital, Keech Children's Hospice, Bedfordshire and Homestart, Watford.

### **Business Partnerships**

It proved a difficult year to try and attract new sponsors. However we were able to establish a sponsorship agreement worth £10,000 with the Bugler Group and M.K Ginder & Sons who are a long-standing partner of the Trust renewed their £5,000 annual sponsorship.

### **Volunteering**

Volunteers continued to support across the Trust's range of activities, although this was reduced during lockdown periods. Our Golden Memories programme for people living with dementia and their carers continued to receive excellent support from our team of volunteers.

### **Covid-19 Response**

As detailed above further lockdown periods meant that some of our projects and events had to be cancelled and our two centres also had to be closed for periods of the year. Our focus remained on the wellbeing and safety of our beneficiaries, employees and volunteers.

### **Review**

Reviews of Trust activities took place on a regular basis throughout the year with Trustees via Board and operational meetings, to ensure that services were delivered in line with the Trust's key objectives. The senior leadership team also reviewed projects, activities and events to ensure the delivery was in line with priorities set for the year, as well as the Trust's wider business plan.

From the reviews the following actions were identified as priorities for 2021/22.

- Continue developing a People Strategy and look to implement actions throughout 2021/22.
- During 2022 work on a new strategy for the Trust.
- Complete the Barnardo's safeguarding audit and compile an action plan as required.
- Further explore opportunities which the apprenticeship levy presents both in terms of upskilling staff, as well as taking on apprentices in the future.

# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

- Work on the funding application to the Football Foundation to secure funds for a replacement carpet for our artificial grass pitch, as well as replacing the sports hall floor at Cedars Youth & Community Centre.
- Submit funding applications to the PLPFA Fund for funding towards the continuation of both the Active Watford & Three Rivers & Golden Memories programmes.
- Progress plans to review the Board structure.
- Complete our Capability Code of Practice Audit with the Premier League.
- Celebrate our 30<sup>th</sup> year anniversary during 2022.
- Introduce an employee assistance programme for colleagues.
- Secure funding to run free courses for young people on free school meals during school holiday periods in the future.
- Continue to be part of the 'London United' group of Trust's/Foundations building links and relationships with the NHS Trusts across London as well as the hospital charities, to explore further opportunities to work together.
- Complete the transfer of Watford FC Women Limited from the Trust to the Club.
- Be ready to mobilise quickly if we win the tender to run the weight management contract in Hertfordshire.

### **Reserves Policy**

The Trust has put in place its 'Reserves policy' to help plan and manage its resources appropriately to ensure that the level set matches its ongoing requirements and to inform relevant stakeholders.

It is the policy of the Trust to increase the level of free reserves generated to provide sufficient funds to cover three months operating costs, without which the charity could not function and continue to deliver its day-to-day operations.

This level has been agreed on the basis that the reserves amount will provide the Trust with adequate financial stability and the means for it to meet its charitable objects.

This policy will be monitored and reported on during the month end reviews and Board meetings, to establish whether any changes to this policy are deemed necessary and to ensure that the reserves are adequate to fulfil our continuing obligations.

The Board acknowledge that the level of free reserves changes during the year and can be a good indicator of the underlying financial health of the charity. This can also be an indicator of potential problems. The level of reserves will also be monitored throughout the year as part of the normal monitoring and budgetary reporting process.

### **Achievements & Performance**

- Won Regional Community Club of the Year for the London region.

# **Watford FC's Community Sports & Education Trust**

## **Trustees' Report**

- Social Impact Report distributed to nearly 6,000 season ticket members.
- Meriden Centre used as Covid-19 vaccination centre, to support food bank distribution and for HPV and Flu vaccinations. Cedars centre used as blood donation centre and remained open during lockdown 2 providing a variety of education provision.
- NHS Football Tournament (part of 'London United' initiative) – took place at the Club's training ground with 16 teams of staff from Northwick Park and Watford General Hospitals taking part.
- Secured £233,000 funding for the Positive Minds project from CAMHS for next three years.
- Active Watford & Three Rivers project featured on national TV in January as part of the BBC's programme 'The truth about mental health'.
- Holiday courses provided for children on free school meals at our Meriden and Cedars community hubs during various school holiday periods.
- Weekly physical activity sessions organised for staff who work at Watford General Hospital via RAISE (West Herts NHS Hospital Charity).
- New partnership formed with RAISE West Herts Hospital Trust charity. 'Youth Link' Project started via Youth Health and Wellbeing Officer delivering a social prescribing service to young people.
- New 'Shape Up' App launched as part of our adult weight management project, to support delivery and help people lose weight.
- Despite the challenges from Covid-19, our Foundation Degree course (Football Development and Coaching) was launched with a first cohort of students.
- Successful application to The FA to continue running our FA Disability Talent Hub.
- As part of our Golden Memories project for people living with dementia and their carers, 'Golden Capsules' were launched with 45 reminiscence boxes distributed to care homes across Watford, Three Rivers and Bushey. Valentines and Easter Variety shows also held for care homes in partnership with Watford Borough Council.
- 'Watford FC For' Brand Campaign implemented.
- Hugely successful summer NCS programme with the Trust ending as the largest provider in the East of England region for the summer period.
- Hugely successful Ramadan football tournament run by the Trust and Club, held at the Club's training ground.
- Wall art image of Graham Taylor finished and launched at Meriden Community Centre.
- Play on the Pitch event held for young people at the Vicarage Road stadium – over 300 young people enjoyed a memorable experience playing on the pitch.
- WFC Women promoted to the FA Women's Championship (Tier 2).

## Watford FC's Community Sports & Education Trust

### Trustees' Report

- Shape Up Harrow (adult weight management) – £75k funding secured to deliver a 12-month contract with Harrow Council to deliver the programme to 250 adults face to face and 150 via the Shape Up App.

#### Reference and Administrative Details

##### Secretary

Mr P J Wastall

##### Principal Office

Vicarage Road Stadium  
Watford  
Hertfordshire  
WD18 0ER

The company is incorporated in England & Wales.

##### Company Registration Number

04903645

##### Charity Registration Number

1102239

##### Auditor

Azets Audit Services  
Ashcombe Court  
Woolsack Way  
Godalming  
Surrey  
GU7 1LQ

#### Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 21.03.22 and signed on its behalf by:

.....  
Mr P J Wastall  
Company Secretary

## **Watford FC's Community Sports & Education Trust**

### **Statement of Trustees' Responsibilities**

The trustees (who are also the directors of Watford FC's Community Sports & Education Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

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

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

#### **Public Benefit Statement**

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers of duties. The public benefit of the Charity's activities are outlined under 'Objectives for public benefit' above.

Approved by the trustees of the charity on 21.03.22 and signed on its behalf by:

.....  
Mr P J Wastall  
Company Secretary

## **Watford FC's Community Sports & Education Trust**

### **Independent Auditor's Report to the Members of Watford FC's Community Sports & Education Trust**

#### **Opinion**

We have audited the financial statements of Watford FC's Community Sports & Education Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 30 June 2021, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Cash Flows 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 United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 30 June 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.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 group's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Watford FC's Community Sports & Education Trust**

### **Independent Auditor's Report to the Members of Watford FC's Community Sports & Education Trust**

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.

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

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

- the information given in the Trustees' Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

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

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

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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 (set out on page 18), 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 parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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.

## **Watford FC's Community Sports & Education Trust**

### **Independent Auditor's Report to the Members of Watford FC's Community Sports & Education Trust**

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

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

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

#### **Use of our report**

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

*Azets Audit Services Limited*

David Lawrence BSc (Hons) FCA (Senior Statutory Auditor)  
For and on behalf of Azets Audit Services, Statutory Auditor

Ashcombe Court  
Woolsack Way  
Godalming  
Surrey  
GU7 1LQ



# Watford FC's Community Sports & Education Trust

## Consolidated Statement of Financial Activities for the Year Ended 30 June 2021 (Including Consolidated Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £
<b>Income and Endowments from:</b>				
Donations and legacies	3	270,946	40,000	310,946
Charitable activities	4	754,700	1,359,507	2,114,207
Other trading activities	5	-	-	-
Investment income	6	<u>6,496</u>	<u>-</u>	<u>6,496</u>
Total income		<u>1,032,142</u>	<u>1,399,507</u>	<u>2,431,649</u>
<b>Expenditure on:</b>				
Raising funds	7	(25,389)	-	(25,389)
Charitable activities	8	<u>(1,221,171)</u>	<u>(1,223,496)</u>	<u>(2,444,667)</u>
Total expenditure		<u>(1,246,560)</u>	<u>(1,223,496)</u>	<u>(2,470,056)</u>
Net (expenditure)/income		(214,518)	176,011	(38,407)
Transfers between funds		<u>348,216</u>	<u>(348,216)</u>	<u>-</u>
Net movement in funds		133,798	(172,205)	(38,407)
<b>Reconciliation of funds</b>				
Total funds brought forward		<u>1,579,981</u>	<u>5,039,816</u>	<u>6,619,797</u>
Total funds carried forward	20	<u>1,713,779</u>	<u>4,867,611</u>	<u>6,581,390</u>

# Watford FC's Community Sports & Education Trust

## Consolidated Statement of Financial Activities for the Year Ended 30 June 2021 (Including Consolidated Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £
<b>Income and Endowments from:</b>				
Donations and legacies	3	162,853	-	162,853
Charitable activities	4	866,316	1,594,797	2,461,113
Other trading activities	5	40,846	-	40,846
Investment income	6	<u>12,262</u>	-	<u>12,262</u>
Total income		<u>1,082,277</u>	<u>1,594,797</u>	<u>2,677,074</u>
<b>Expenditure on:</b>				
Raising funds	7	(42,945)	-	(42,945)
Charitable activities	8	(1,250,056)	(1,362,723)	(2,612,779)
Other expenditure		<u>1,000</u>	-	<u>1,000</u>
Total expenditure		<u>(1,292,001)</u>	<u>(1,362,723)</u>	<u>(2,654,724)</u>
Net (expenditure)/income		(209,724)	232,074	22,350
Transfers between funds		<u>289,778</u>	<u>(289,778)</u>	-
Net movement in funds		80,054	(57,704)	22,350
<b>Reconciliation of funds</b>				
Total funds brought forward		<u>1,499,927</u>	<u>5,097,520</u>	<u>6,597,447</u>
Total funds carried forward	19	<u>1,579,981</u>	<u>5,039,816</u>	<u>6,619,797</u>

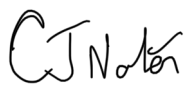
# Watford FC's Community Sports & Education Trust

(Registration number: 04903645)

## Consolidated Balance Sheet as at 30 June 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	4,551,828	4,796,343
Investments	14	<u>318,961</u>	<u>318,961</u>
		<u>4,870,789</u>	<u>5,115,304</u>
<b>Current assets</b>			
Debtors	15	344,847	404,843
Cash at bank and in hand	16	<u>1,921,462</u>	<u>1,687,268</u>
		2,266,309	2,092,111
<b>Creditors: Amounts falling due within one year</b>	17	<u>(519,208)</u>	<u>(540,618)</u>
<b>Net current assets</b>		<u>1,797,101</u>	<u>1,551,493</u>
<b>Total assets less current liabilities</b>		<u>6,617,890</u>	<u>6,666,797</u>
<b>Provisions</b>		<u>(36,500)</u>	<u>(47,000)</u>
<b>Net assets</b>		<u>6,581,390</u>	<u>6,619,797</u>
<b>Funds of the group:</b>			
<b>Restricted income funds</b>		4,867,613	5,039,816
<b>Unrestricted income funds</b>			
Unrestricted income funds		<u>1,713,773</u>	<u>1,579,981</u>
<b>Total funds</b>	19	<u>6,581,390</u>	<u>6,619,797</u>

The financial statements on pages 22 to 44 were approved by the trustees, and authorised for issue on 25/10/21 and signed on their behalf by:

  
 .....  
 Mr C J Norton  
 Chairman and Trustee

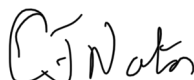
# Watford FC's Community Sports & Education Trust

(Registration number: 04903645)

Balance Sheet as at 30 June 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	4,535,805	4,692,990
Investments		<u>318,963</u>	<u>318,963</u>
		<u>4,870,789</u>	<u>5,011,953</u>
<b>Current assets</b>			
Debtors	15	986,202	1,113,593
Cash at bank and in hand	16	<u>1,545,733</u>	<u>1,307,649</u>
		2,531,935	2,421,242
<b>Creditors: Amounts falling due within one year</b>	17	<u>(502,340)</u>	<u>(525,369)</u>
<b>Net current assets</b>		<u>2,029,595</u>	<u>895,873</u>
<b>Net assets</b>		<u>6,884,363</u>	<u>6,907,826</u>
Funds of the Charity:			
<b>Restricted income funds</b>		4,936,967	5,109,164
<b>Unrestricted income funds</b>			
Unrestricted income funds		<u>1,947,396</u>	<u>1,798,662</u>
<b>Total funds</b>	19	<u>6,884,363</u>	<u>6,907,826</u>

The financial statements on pages 22 to 44 were approved by the trustees, and authorised for issue on 21/3/21 and signed on their behalf by:



Mr C J Norton  
Chairman and Trustee

# Watford FC's Community Sports & Education Trust

## Consolidated Statement of Cash Flows for the Year Ended 30 June 2021

	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash income		(48,907)	22,350
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	13	244,515	245,129
Investment income	6	(6,496)	(12,262)
		189,112	255,217
<b>Working capital adjustments</b>			
Decrease/(increase) in debtors	15	9,996	(205,970)
(Decrease)/increase in creditors	17	(21,410)	62,968
Decrease in provisions		-	(1,000)
Net cash flows from operating activities		(11,414)	111,215
<b>Cash flows from investing activities</b>			
Interest receivable and similar income	6	6,496	12,262
Purchase of tangible fixed assets	13	-	(16,761)
Repayment of investment loan		50,000	50,000
Net cash flows from investing activities		56,496	45,501
Net increase in cash and cash equivalents		234,194	156,716
Cash and cash equivalents at 1 July		1,687,268	1,530,552
Cash and cash equivalents at 30 June		1,921,462	1,687,268

All of the cash flows are derived from continuing operations during the above two periods.

# **Watford FC's Community Sports & Education Trust**

## **Notes to the Financial Statements for the Year Ended 30 June 2021**

### **1 General information**

Watford FC's Community Sports & Education Trust is a company limited by guarantee, incorporated in England and Wales. The registered office is Vicarage Road Stadium, Watford, Hertfordshire WD18 0ER. The nature of the charity's operations is set out in the Report of the Trustees.

### **2 Accounting policies**

#### **Statement of compliance**

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

#### **Basis of preparation**

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

#### **Basis of consolidation**

The consolidated accounts incorporate the results of Watford FC's Community Sports & Education Trust and its subsidiary undertakings on a line by line basis. The consolidated entity is referred to as 'the group'.

A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

Inter-company transactions, balances and unrealised gains on transactions between the company and its subsidiaries, which are related parties, are eliminated in full.

Intra-group losses are also eliminated but may indicate an impairment that requires recognition in the consolidated financial statements.

#### **Going concern**

The trustees consider that there are no material uncertainties about the group's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the group.

We have paid particular attention to the ongoing effects on the business of the current Covid-19 outbreak and the directors remain confident that sufficient funding is in place and that the company has adequate resources to enable the company to continue as a going concern for the foreseeable future.

## **Watford FC's Community Sports & Education Trust**

### **Notes to the Financial Statements for the Year Ended 30 June 2021**

#### **Income and endowments**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably. Deferred income arises where funds have been received but the contractual terms of the monies have not yet been met.

#### ***Donations and legacies***

Tickets and other items donated for resale by the charity are included as income when they are sold. Donated services are recognised in the financial statements where there is an identifiable cost to the donor.

#### ***Grants receivable***

Grant income is classified depending on the terms of the donation and where income relates to a period, specified by the donor or sponsor, it is recognised over the length of that period.

#### ***Lottery and investment income***

Lottery income and investment income, which consists of loan interest receivable, are accounted for on a receivables basis.

#### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### **Support costs**

Support costs comprise the management of the charity's assets, organisational administration and property costs. Certain expenditure is directly attributable to specific activities and has been included within those categories. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Staff salaries are apportioned between cost categories based on the estimate of time spent.

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Taxation

The is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Deferred tax is recognised in respect of all timing differences between capital allowances and depreciation reported in the consolidated financial statements.

Unrelieved tax losses and other deferred tax assets are recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing difference.

### Tangible fixed assets

All classes of tangible fixed assets are recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Furniture & equipment	10% straight line
Community Centre	2% straight line
Motor vehicles	25% reducing balance
Astroturf pitch	between 4% and 10% straight line

### Fixed asset investments

Fixed asset investments are stated at their historic cost value at the year end. Any permanent diminution in the value of fixed asset investments is provided for in the financial statements.

### Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.



# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

### Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

### Fund structure

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

### Pensions and other post retirement obligations

Contributions payable by the charitable company to an individual's personal pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

### Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## 3 Income from donations and legacies

	2021 £	2020 £
Donations and legacies	208,863	67,504
Grants, including capital grants	<u>102,083</u>	<u>95,349</u>
	<u>310,946</u>	<u>162,853</u>

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### 4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total 2021 £	Total 2020 £
Courses	408,995	1,022,113	1,431,108	1,605,909
Meriden Community Centre	41,288	72,159	113,447	149,583
Cedars Community Centre	192,289	265,235	457,524	534,278
Watford Women	112,128	-	112,128	171,343
	<u>754,700</u>	<u>1,359,507</u>	<u>2,114,207</u>	<u>2,461,113</u>

### 5 Income from other trading activities

	2021 £	2020 £
Lotteries and competitions income	-	12,545
Membership and match day income	-	28,301
	<u>-</u>	<u>40,846</u>

### 6 Investment income

	2021 £	2020 £
Interest receivable on bank deposits	1,392	5,529
Interest receivable on loans to related parties	5,104	6,733
	<u>6,496</u>	<u>12,262</u>

### 7 Costs of raising funds: Commercial trading operations

	2021 £	2020 £
Publicity and merchandise	25,389	35,416
Lotteries and competitions	-	7,529
	<u>25,389</u>	<u>42,945</u>

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### 8 Expenditure on charitable activities

	Direct costs £	Support costs £	Total 2021 £	Total 2020 £
Courses	978,958	645,313	1,620,271	1,620,271
Cedars Community Centre	372,870	51,943	424,813	370,069
Meriden Community Centre	206,305	81,149	287,454	303,405
Watford Women	76,202	35,927	112,129	171,367
	<u>1,630,335</u>	<u>814,332</u>	<u>2,444,667</u>	<u>2,612,779</u>

### 9 Analysis of support costs

	Courses £	Cedars £	Meriden £	Watford Women £	Total 2021 £	Total 2020 £
Auditor's remuneration	11,500	-	-	2,370	13,870	13,970
Professional fees	15,513	-	-	745	16,258	6,470
Wages	438,930	-	-	32,767	471,697	522,894
Social security	44,076	-	-	-	44,076	45,507
Pensions	15,391	-	-	-	15,391	15,731
Premises costs	-	20,941	18,561	-	39,502	46,374
Telephone, postage, general advertising and stationery	-	11,123	24,477	-	35,600	22,182
Computer expenses	-	-	17,472	-	17,472	27,805
Motor vehicle costs and travel expenses	34,925	-	-	-	34,925	38,280
Hospitality	1,599	83	-	-	1,682	1,079
Repairs, renewals and cleaning	6,570	19,796	20,639	-	47,005	43,083
Bank charges	5,752	-	-	45	5,797	6,453
Irrecoverable VAT	81,557	-	-	-	81,557	90,355
	<u>655,813</u>	<u>51,943</u>	<u>81,149</u>	<u>35,927</u>	<u>824,832</u>	<u>880,183</u>

### 10 Net income/expenditure

Net income/expenditure for the year include:

	2021 £	2020 £
Audit fees	13,870	13,970
Depreciation of fixed assets	<u>244,515</u>	<u>245,129</u>

## Watford FC's Community Sports & Education Trust

### Notes to the Financial Statements for the Year Ended 30 June 2021

#### 11 Staff costs

The aggregate payroll costs were as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	1,392,673	1,610,035
Social security costs	102,234	109,358
Pension costs	41,307	44,507
	<u>1,536,214</u>	<u>1,763,900</u>

The monthly average number of persons (including senior management team) employed by the group during the year expressed as full time equivalents was as follows:

	<b>2021</b>	<b>2020</b>
	<b>No</b>	<b>No</b>
Coaching staff	35	62
Administration	42	40
Cedars community centre	10	11
Meriden community centre	6	5
Watford Women	5	4
	<u>98</u>	<u>122</u>

The number of employees whose emoluments fell within the following bands was:

	<b>2021</b>	<b>2020</b>
	<b>No</b>	<b>No</b>
£60,001 - £70,000	<u>1</u>	<u>1</u>

#### 12 Taxation

The charity is a registered charity and is therefore exempt from taxation.

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### 13 Tangible fixed assets

#### Group

	Cedars Community Centre £	Cedars Astroturf £	Furniture and equipment £	Motor vehicles £	Meriden Community Centre £	Meriden Astroturf £	Total £
<b>Cost</b>							
At 1 July 2020	3,846,798	349,268	476,928	58,520	1,152,108	323,468	6,207,091
Additions	-	-	-	-	-	-	-
At 30 June 2021	3,846,798	349,268	476,928	58,520	1,152,108	323,468	6,207,091
<b>Depreciation</b>							
At 1 July 2020	561,469	193,296	327,155	52,661	192,520	83,646	1,410,747
Charge for the year	86,350	32,833	47,277	1,465	58,591	18,000	244,516
At 30 June 2021	647,819	226,129	374,432	54,126	251,111	101,646	1,655,263
<b>Net book value</b>							
At 30 June 2021	3,198,980	123,139	102,496	4,394	900,997	221,822	4,551,828
At 30 June 2020	3,285,329	155,972	149,773	5,859	959,588	239,822	4,796,344

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Charity

	Cedars Community Centre £	Furniture and equipment £	Meriden Community Centre £	Total £
<b>Cost</b>				
At 1 July 2020	4,216,387	126,608	1,152,108	5,495,103
Additions	-	-	-	-
At 30 June 2021	4,216,387	126,608	1,152,108	5,495,103
<b>Depreciation</b>				
At 1 July 2020	561,469	48,123	192,520	802,112
Charge for the year	86,350	12,245	58,591	157,186
At 30 June 2021	647,819	60,368	251,111	959,298
<b>Net book value</b>				
At 30 June 2021	3,568,568	66,240	900,997	4,535,805
At 30 June 2020	3,654,918	78,485	959,588	4,692,991

### 14 Fixed asset investments

#### Group

	2021 £	2020 £
Loans	318,961	318,961
	318,961	318,961

#### Charity

	2021 £	2020 £
Shares in group undertakings	2	2
Loans	318,961	318,961
	318,963	318,963

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Shares in group undertakings and participating interests

	Subsidiary undertakings £	Total £
<b>Cost</b>		
At 1 July 2020	2	2
At 30 June 2021	2	2
<b>Net book value</b>		
At 30 June 2021	2	2
At 30 June 2020	2	2

### Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Country of incorporation	Holding	Proportion of voting rights and shares held		Principal activity	
			2021	2020		
Subsidiary undertakings						
Watford Trust Trading Limited	England and Wales	Ordinary	100%	100%	The hiring of community centre facilities	
Watford FC Women Limited	England and Wales	Ordinary	100%	100%	Running Watford Women	FC

### Watford Trust Trading Limited (WTT) - Company Number: 06692917

During the year, WTT charged the charity £18,000 (2020: £18,000) for astroturf pitch usage, £1,465 (2020: £1,953) for motor vehicle usage, £35,032 (2020: £35,032) for equipment usage and £18,000 (2020: £18,000) for astroturf pitch maintenance.

Included in debtors is a balance of £644,359 (2020: £723,874) due from the subsidiary.

	2021 £
Aggregate capital and reserves	56,849
Profit/(Loss) for the year	(14,943)

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Watford FC Women Limited (WW) - Company Number: 08549712

Included in debtors is a balance of £110,566 (2020 - £56,446).

	2021 £
Aggregate capital and reserves	(42,981)

### 15 Debtors

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	123,440	51,203	122,644	51,132
Due from group undertakings	-	-	754,925	780,320
Due from participating interest	179,728	49,072	66,954	49,072
Prepayments	41,679	304,568	41,679	233,069
	<u>344,847</u>	<u>404,843</u>	<u>986,202</u>	<u>1,113,593</u>

### 16 Cash and cash equivalents

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Cash on hand	995	2,333	995	2,333
Cash at bank	1,920,467	1,684,935	1,544,738	1,305,316
	<u>1,921,462</u>	<u>1,687,268</u>	<u>1,545,733</u>	<u>1,307,649</u>

### 17 Creditors: amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	34,286	19,044	32,972	15,396
Other taxation and social security	30,284	42,565	30,284	42,565
Other creditors	454,638	479,009	439,084	467,408
	<u>519,208</u>	<u>540,618</u>	<u>502,340</u>	<u>525,369</u>

### Deferred income

	2021 £
Deferred income at 1 July 2020	394,155
Resources deferred in the period	377,564
Amounts released from previous periods	<u>(394,155)</u>
Deferred income at year end	<u>377,564</u>



# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### 18 Provisions

#### Group

	2021 £
Short term timing differences	
Brought Forward	(47,000)
Movement in the year	10,500
Carried forward	<u>(36,500)</u>

### 19 Charity status

The charity is limited by guarantee, incorporated in England & Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

	Balance at 1 July 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 June 2021 £
<b>Unrestricted funds</b>					
<b>General</b>					
General Fund	1,579,981	1,032,142	(1,246,560)	348,216	1,713,779
<b>Restricted funds</b>					
Social Inclusion	6,999	76,083	(19,383)	51,933	115,632
Healthy Living	181,615	161,720	(260,564)	209,028	291,799
Learning	-	185,113	(80,865)	(88,214)	16,034
Football & Sports Development	59,916	300,383	(226,637)	(55,326)	78,336
My Place	2,228,253	-	(86,350)	-	2,141,903
Mental Health	98,833	298,813	(77,286)	(320,360)	-
Cedars Community Centre	964,488	305,236	(232,471)	(231,717)	805,536
Meriden Community Centre	1,488,870	72,159	(229,099)	86,441	1,418,371
Continuous Improvement	10,842	-	(10,841)	(1)	-
<b>Total restricted funds</b>	<u>5,039,816</u>	<u>1,399,507</u>	<u>(1,223,496)</u>	<u>(348,216)</u>	<u>4,867,611</u>
<b>Total funds</b>	<u>6,619,797</u>	<u>2,431,649</u>	<u>(2,470,056)</u>	<u>-</u>	<u>6,581,390</u>

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

	Balance at 1 July 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 June 2020 £
<b>Unrestricted funds</b>					
<i><b>General</b></i>					
General Fund	1,499,927	1,082,277	(1,292,001)	289,778	1,579,981
<b>Restricted funds</b>					
Womens & Girls Football	5,000	-	(4,699)	(301)	-
Social Inclusion	32,614	32,681	(27,432)	(30,864)	6,999
Healthy Living	119,215	263,205	(188,644)	(12,161)	181,615
Learning & Skills	81,072	325,692	(45,923)	(360,841)	-
Football & Sports Development	66,886	401,951	(379,657)	(29,264)	59,916
My Place	2,314,213	-	(85,960)	-	2,228,253
Mental Health	45,602	156,150	(102,919)	-	98,833
Cedars Community Centre	832,267	342,959	(333,262)	122,524	964,488
Meriden Community Centre	1,559,817	72,159	(164,235)	21,129	1,488,870
Continuous Improvement	40,834	-	(29,992)	-	10,842
<b>Total restricted funds</b>	<b>5,097,520</b>	<b>1,594,797</b>	<b>(1,362,723)</b>	<b>(289,778)</b>	<b>5,039,816</b>
<b>Total funds</b>	<b>6,597,447</b>	<b>2,677,074</b>	<b>(2,655,724)</b>	<b>-</b>	<b>6,619,797</b>

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Charity

	Balance at 1 July 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 June 2021 £
<b>Unrestricted funds</b>					
<b>General</b>					
General Fund	1,798,662	971,885	(1,171,367)	348,216	1,947,396
<b>Restricted funds</b>					
Womens & Girls Football	-	-	-	-	-
Social Inclusion	7,580	76,083	(19,383)	51,933	116,213
Healthy Living	181,615	161,720	(260,564)	209,028	291,799
Learning & Skills	-	185,113	(80,865)	(88,214)	16,034
Football & Sports Development	59,916	300,383	(226,637)	(55,326)	78,336
My Place	2,297,020	-	(86,350)	-	2,210,670
Mental Health	98,833	298,813	(77,286)	(320,360)	-
Cedars Community Centre	964,488	305,236	(232,463)	(231,717)	805,544
Meriden Community Centre	1,488,870	72,159	(229,099)	86,441	1,418,371
Continuous Improvement	10,842	-	(10,841)	(1)	-
<b>Total restricted funds</b>	<b>5,109,164</b>	<b>1,399,507</b>	<b>(1,223,488)</b>	<b>(348,216)</b>	<b>4,936,967</b>
<b>Total funds</b>	<b>6,907,826</b>	<b>2,371,392</b>	<b>(2,394,855)</b>	<b>-</b>	<b>6,884,363</b>

# Watford FC's Community Sports & Education Trust

## Notes to the Financial Statements for the Year Ended 30 June 2021

	Balance at 1 July 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 June 2020 £
<b>Unrestricted funds</b>					
<i><b>General</b></i>					
General funds	1,714,530	931,672	(1,137,318)	289,778	1,798,662
<b>Restricted funds</b>					
Womens & Girls Football	5,000	-	(4,699)	(301)	-
Social Inclusion	33,195	32,681	(27,432)	(30,864)	7,580
Healthy Living	119,215	263,205	(188,644)	(12,161)	181,615
Learning & Skills	81,072	325,692	(45,923)	(360,841)	-
Football & Sports Development	66,886	401,951	(379,657)	(29,264)	59,916
My Place	2,382,980	-	(85,960)	-	2,297,020
Mental Health	45,602	156,150	(102,919)	-	98,833
Cedars Community Centre	832,267	342,959	(333,262)	122,524	964,488
Meriden Community Centre	1,559,817	72,159	(164,235)	21,129	1,488,870
Continuous development	40,834	-	(29,992)	-	10,842
<b>Total restricted funds</b>	<b>5,166,868</b>	<b>1,594,797</b>	<b>(1,362,723)</b>	<b>(289,778)</b>	<b>5,109,164</b>
<b>Total funds</b>	<b>6,881,398</b>	<b>2,526,469</b>	<b>(2,500,041)</b>	<b>-</b>	<b>6,907,826</b>

## **Watford FC's Community Sports & Education Trust**

### **Notes to the Financial Statements for the Year Ended 30 June 2021**

The specific purposes for which the funds are to be applied are as follows:

Transfers from Restricted Funds during the year ended 30 June 2021 are in respect of completed projects or represent costs that had been incurred from unrestricted funds. No sums are liable to be repaid in respect of these amounts.

(i) Women's and Girls' – funding provided to ensure the player pathway for female footballers is in place.

(ii) Social Inclusion - projects are run to provide positive opportunities and experiences for disadvantaged and hard to engage young people. This is done through offering a range of sports based youth diversionary activities. The objectives of the projects are to reduce anti-social behaviour, youth crime, enhance community cohesion, encourage good citizenship and provide volunteering and employment opportunities for young people. Projects receiving funding include; PL Kicks, Onside and our county wide disability sports project. Funding bodies vary from The Premier League Charitable Fund, Local Authorities, Housing Associations, Football Authorities and grant giving Trusts.

(iii) Healthy Living – involved delivering a project called 'Move & Learn' which consisted of a six week programme of classroom based lessons and sports sessions at schools, focusing on nutritional education alongside regular physical activity. Trust coaches visited schools and ran interactive lessons using handsets and classroom technology in a fun and imaginative way. This was followed by sports lessons and after school clubs giving school children a taste of a variety of different sports and then linking young people to local sports clubs. Funding came from the Football League Trust.

(iv) Learning & Skills – relates to a life skills and personal development programme for 16 and 17 year olds.

(v) Football & Sports Development – provide 16 - 19 year olds with the opportunity to combine football coaching and matches with a BTEC qualification within a college or school environment. In addition students are able to gain coaching qualifications which enhance their CV's and general employment prospects with some students going on to work for the Trust. Funding comes directly from the schools or colleges the Trust is partnered with. Other centres provide high quality structured coaching on a weekly basis for players covering a wide range of ages.

(vi) MyPlace – relates to Cedars Youth & Community Centre in Harrow which the Trust runs and manages via a long term lease with Harrow Council. This includes depreciation costs associated with the building.

(vii) Health & Education – this relates to funding which supports the Trust's employability project called Watford Works, as well as general health and education activities and initiatives.

(xii) - Continuous Improvement Fund (CIF) - Funding secured via the Premier League and administered via the Premier League Charitable Fund. This funding was secured for a number of areas of our work which support our infrastructure, organisational development and capacity building.

## Watford FC's Community Sports & Education Trust

### Notes to the Financial Statements for the Year Ended 30 June 2021

(viii) Mental Health - funding from Herts Partnership NHS Foundation Trust enabled the Trust to run a mental health sports project for adults over 18 years of age who are mental health service users.

(ix) Cedars Community Centre - funding came from a range of sources and supported a number of projects and activities. This included our PL Kicks project, offering a range of diversionary activities for hard to engage young people. Funding also came from Whitmore High School to run a football and education scheme.

(x) Meriden Community Centre - this relates to funding from Watford Borough Council which supports the costs associated with the Trust running and managing the centre. It also includes the capital funding secured relating to the refurbishment of the centre and associated facilities.

(xi) Projects (Heritage) - Funding was secured from the Heritage Lottery Fund towards three elements of the project which celebrate the Trusts's 25th year anniversary and work in the community. The three elements funded were the production of a heritage book, a new website and a museum exhibition.

A designated fund was set up £110,000 during the year.

#### 22 Analysis of net assets between funds

##### Group

	Unrestricted funds		
	General	Restricted	Total funds at
	£	funds	30 June 2021
		£	£
Tangible fixed assets	445,360	4,106,468	4,551,828
Fixed asset investments	318,961	-	318,961
Current assets	949,452	761,149	1,710,595
Total net assets	1,713,773	4,867,617	6,581,390

##### Charity

	Unrestricted funds		
	General	Restricted	Total funds at
	£	funds	30 June 2021
		£	£
Tangible fixed assets	59,749	4,476,056	4,535,805
Fixed asset investments	318,963	-	318,963
Current assets	1,568,684	460,911	2,029,596
Total net assets	1,947,396	4,936,967	6,884,363

## **Watford FC's Community Sports & Education Trust**

### **Notes to the Financial Statements for the Year Ended 30 June 2021**

#### **21 Related party transactions**

##### **Charity**

During the year the charity made the following related party transactions:

##### **The Watford Association Football Club Limited**

The charitable company is associated, by virtue of a common director, with The Watford Association Football Club Limited (WAFC).

During the year WAFC charged the company £46,859 (2020: £77,293) for goods and services and £38,259 (2020: £54,894) for recharged expenses.

On 29 June 2005 the company loaned £668,961 to WAFC which was due for repayment on 29 June 2010. Loan repayment extensions were granted by the Trustees in subsequent years. On 14 April 2016, there was a further extension whereby £150,000 was due for repayment. The balance due in less than one year is £50,000 (2019: £50,000) more than one year is £269,000 (2019: £319,000).

The loan bears interest at 1.5% above Barclays Bank base rate and is secured by a legal charge over WAFC's freehold stadium. The directors of the company who are also directors of WAFC declared an interest in the transaction and were not involved in the decision to grant the loan. During the year the interest receivable from WAFC amounted to £5,104 (2020: £6,733).

Following the year end, the debt due from the club was restructured.

#### **22 Trustees' remuneration and expenses**

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.