

BRENTFORD FC COMMUNITY SPORTS TRUST

England & Wales · Charity number 1112784

Details

Status	Registered
Legal form	Charitable company
Company number	05602833
Registered	2006-01-20
Register	View on the Charity Commission register

Contact

Address	Underwood House 1a Thomas Layton Way Brentford Middlesex TW8 0SB
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Website	www.brentfordfcst.com

Activities

Objects: FOR THE BENEFIT OF THE PUBLIC GENERALLY AND, IN PARTICULAR, THE INHABITANTS OF MIDDLESEX AND ITS SURROUNDING AREAS:-1. TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION BY PROVIDING FACILITIES FOR THE PLAYING OF ASSOCIATION FOOTBALL AND OTHER SPORTS CAPABLE OF IMPROVING HEALTH ("FACILITIES" IN THIS CLAUSE MEANS LAND, BUILDINGS, EQUIPMENT AND ORGANISING SPORTING ACTIVITIES);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. TO ADVANCE THE EDUCATION OF CHILDREN AND YOUNG PEOPLE THROUGH SUCH MEANS AS THE TRUSTEES THINK FIT IN ACCORDANCE WITH THE LAW OF CHARITY.

Activities: Brentford FC Community Sports Trust is an independent charity operating in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of

sport and education to inspire people, raise the aspirations of our local community, develop community facilities, and to give local people the confidence and skills to reach their full potential.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** MIDDLESEX AND ITS SURROUNDING AREAS
- Ealing
- Hillingdon
- Hounslow
- Richmond Upon Thames
- Surrey
- Windsor And Maidenhead

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,351,343	£4,191,117	£1,202,769	168
2024-03-31	£3,794,649	£3,959,716	£1,042,543	131
2023-03-31	£3,663,686	£3,477,687	£1,207,609	125
2022-03-31	£3,106,010	£2,789,674	£1,020,988	103
2021-03-31	£2,369,091	£2,150,863	£704,652	96

Trustees

Name	Role	Appointed
Prof Graeme Atherton	Chair	2025-09-25
Anita Ralli		2017-09-01
BRIAN ROBERT BURGESS		
CHRISTOPHER JOHN GAMMON		2018-03-20
DONALD GILBERT KERR		
Dr Sharon Wright		2025-03-27
Iain Preston		2025-03-27
JOHN LAWRENCE CUDMORE		
KARL ADRIAN REYNOLDS		2015-01-01
Marcella Eileen Phelan		2019-07-31
Modi Abdoul		2025-03-27
Nityajit Raj		2022-08-19

BRENTFORD FC COMMUNITY SPORTS TRUST

England & Wales - Charity number 1112784

Accounts



Community Sports Trust

TRUSTEES REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025



THURSDAY



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27/11/2025

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COMPANIES HOUSE

for Brentford FC Community Sports Trust

Registered Company Number: 05602833 (England and Wales) Registered Charity Number: 1112784
Registered Address: Underwood House, 1A Thomas Layton Way, Brentford, TW8 0SB

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Brentford FC Community Sports Trust

Brentford FC Community Sports Trust is an independent charity which operates in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of sport and education to inspire people, raise the aspirations of our local community, develop community facilities, and to give local people the confidence and skills to reach their full potential.

Working together with our partner organisations, we are committed to making a positive impact on people's lives and creating significant benefits to the communities we serve. Sustainability is central to everything we do, and our projects are designed with longevity in mind - both in terms of being able to maintain long-term delivery and ensuring the impact we have on individuals makes a lasting difference to their lives.

We aim to deliver meaningful impacts addressing local need, building partnerships with like-minded organisations. Our delivery is designed to break down barriers, inspiring the people we work with, helping them to realise their potential as well as developing self-confidence and pride in the communities in which they live.

Our vision is:

*"To use sport to **engage, inspire and empower** people in west London to achieve their life goals."*

Underpinning those three objectives are our charity values, which are to:

- Include
- Innovate
- Inspire

Summarising our approach is our mission statement:

We create exciting, progressive and socially inclusive programmes that achieve outcomes in sports participation, health and wellbeing, education, employability, specialist support and community engagement.



Yehor Yarmoliuk meets participants at Sky Summer Sports Camp.

Message from the Chief Executive

The audited financial statements enable us to review our performance in the last year and set ourselves for the coming years. The last year has seen a reverse in the loss of 2023-24 and an increase, which forms part of a 5-year general trend in the number of sessions, participants and contact hours.

2025 was the final year of our strategy which had an overarching theme to go wider and deeper with our provision. This sounds like a catch-all in the first pass, however the aim was to keep a focus on local need and build on successful projects whilst expanding provision beyond Hounslow, Ealing and Richmond into Surrey and Berkshire. A good example of progress is our Young Carers programme increasing investment, employing young carers with lived experience providing more sessions and setting up activities in Surrey and Berkshire.

You will read that we have recruited three new Trustees that are experts in their respective fields, Dr. Sharon Wright, Modi Abdoul and Iain Preston and after 20 years our Chair Ian Dobie is stepping down. Ian is passionate about people and sport and has selflessly committed time and energy to help steer the Trust towards opportunity. On behalf of everyone at the Trust



Children from the age of 4 to 13 took part in the Trust's Tumble Bee Championships.



A local participant at the Motors Cup held at Gunnersbury Park.

we want to thank Ian for a fantastic contribution. Governance provides the structure for the Trust to operate effectively. Trustee, Brian Burgess has conducted a review with our Operations Director Luke Skelhorn. Brentford Community Sports Trust was one of the first Community Programmes linked to professional football that gained Charitable status back in 2005 and it is important that we review our operating and governance practices. Our Banardo's audit focusing on safeguarding was positive and our dedicated team led by Gina Coleman, Head of Trust Safeguarding and Adam Brown Head of Safeguarding at Brentford FC continue to embed a culture of aiming for best practice. The Trustees team will be led by new Chair, Professor Graeme Atherton from September 2025.

Partnerships have always and continue to enable the sum of the whole add up to more than the individual parts. Whether that is Premier League and PFA funding or working with other funders and partners, together we identify need and respond in a way that builds sustainable relationships. Reading through or thematic pillars, there is a confidence amongst or practitioners that enables increasingly challenging

Message from the Chief Executive

and complex projects to be delivered. Qualitative and quantitative evidence indicates that our programmes are having a positive effect and this results in increasing social value outputs. We also link with all London professional Club community programmes through London United. This collaboration enables us to think on a London wide scale and will be demonstrated by the Trust hosting the second NHS conference in early October to consider how we can help young people to live healthier and more fulfilling lives.

Moving forward we are now embarking on a refreshed 3-year strategy. This will build on the strong foundations and we expect there will be a significant increase in outputs. New funding such as that from the Premier League and PFA fund in the last 5-years has enabled us to be innovative, creating new projects that will have national impact whilst acting as a catalyst for existing projects such as our ambitious programmes for adults and young people who are experiencing physical or mental challenges. We continue to work closely with Brentford FC, and post year-end concluded a new Framework Agreement which comprises additional core funding and plans to further increase collaboration between the Trust and Club, including enhanced links with the Club's commercial partners. Purposeful partnerships add value by bringing together new skillsets and focus that create opportunities for members of our local communities, particularly in education, training and employment.

Our social programmes, many of which are delivered by youth workers, mentors and health workers are

balanced by our football programmes such as The Football Development Centres and Post 16 education and football programmes. There is a focus on understanding the needs of our participants and a commitment to quality assurance.

It is difficult to delineate the technical development of skills and the social and health benefits of participation, however the blend is what makes our programmes so attractive. Our mantra, Realising Potential captures the essence of the Trust, to enable participation, to feel safe and listened to and to have fun whilst learning. The front cover of this report is only part of our staff who are our greatest asset. Their dedication, empathy and creativity are driving the Trust forward. Our only difficulty is bringing them all together due to the fact that activity rarely stops. We would be unable to operate effectively without strong financial principles and practices and would like to take this opportunity to thank our Finance Committee members, Chris Gammon (Chair) and Brian Burgess, together with our Head of Finance Tom Holohan and his team.

Onwards !



Lee Doyle

CEO & Founder
Brentford FC Community Sports Trust



Our new Post-16 Elite Development Squad kick off their season against Watford.

The Year at a Glance

Participation engagement highlights

14,400+

participants across all programmes

14,250

total sessions delivered

1,600+

boys and girls at Community Football Development sessions

33%

of participants were women and girls

52hrs

avg. engagement hours per participant

2,100+

Joy of Moving participants

Marketing and communications performance

6,954,173

social media impressions

3,224,749

total video views

14,760

total social media audience
(Instagram, Twitter, Facebook, Youtube, LinkedIn)

16,138

newsletter subscribers

198,025

social media engagements

51,804

social media post link clicks

Trustees Report

The Trustees, who are directors for the purposes of company law, hereby present the annual report together with the financial statements of the charitable company for the Year Ended 31 March 2025.

Achievement and Performance

Brentford FC Community Sports Trust has been able to further develop and increase its portfolio of projects and engage with more people than ever before. Aligning with Brentford Football Club's plans for growth, the Trust has engaged with an increasing number of beneficiaries across the core west London boroughs of Hounslow, Ealing & Richmond but also further west into Hillingdon, Spelthorne, Surrey and Berkshire.

Between April 2024 and March 2025, the Trust supported 14,482 individual participants. The trust engaged with 4,763 women and girls across our programmes, which represents 33% of our total engagement for the period. The majority of participants came from the boroughs of Hounslow, Ealing and Richmond, and the table below captures the five areas most represented amongst our participants:

Borough	Participants	Percentage
Hounslow	5,104	35.25%
Richmond upon Thames	2,411	16.65%
Ealing	4,273	29.51%
Hillingdon	1,199	8.28%
Spelthorne	278	1.92%
Surrey/ Berkshire	461	3.19%
Other	756	5.22%



Celebrating South Asian Heritage Month at the Gtech Community Stadium.

Governance

In June 2024, a Governance Subgroup (GSG) was appointed tasked with Board succession planning. The current Chair of Trustees, Ian Dobie indicated that he would be stepping down in September 2025 following 20 years as a Trustee.

A revised Board member Skills Audit & Demographic survey was completed and an external recruitment process implemented. Led by Trustee Brian Burgess and supported by officers the process aimed to recruit new Trustees that would bring valuable skills and

expertise to complement current Board members and support the future growth of the charity.

In Autumn 2024 the recruitment process commenced. 57 applications were received from external applicants with 14 shortlisted for interview with the GSG and Chief Executive Officer. Following a rigorous interview process, three new Trustees were selected - Dr Sharon Wright, Modi Abdoul and Iain Preston - with their appointment ratified at the March 2025 Board meeting.

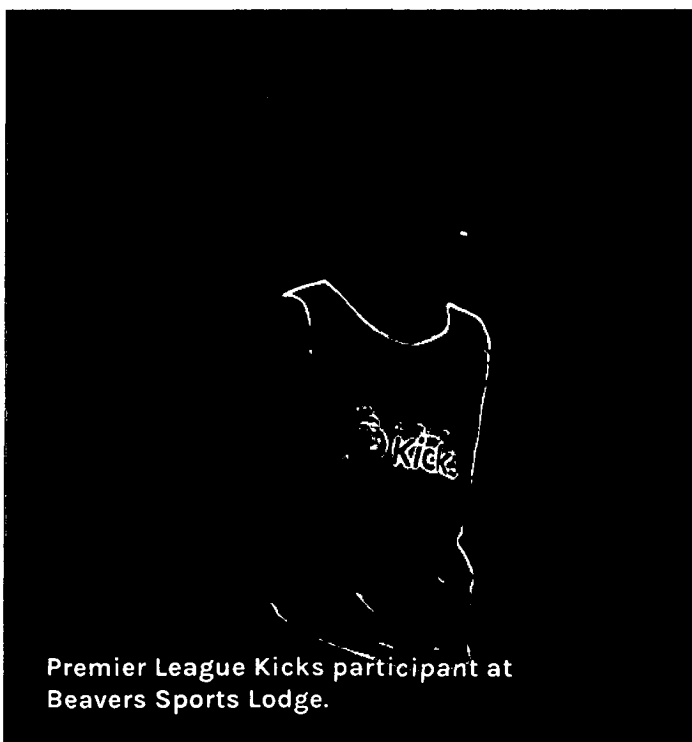
Trustees Report

Safeguarding

In June, the Trust conducted its first annual Safeguarding Review. Hosted by the Trust Board Safeguarding Lead Marcella Phelan, the event formed part of our compliance for both our annual Safeguarding audit and the Premier League Capability Code of Practice.

The review brought together club and trust staff, beneficiaries, stakeholders and external partners including the MET Police and Hounslow Local Authority Designated Officer (LADO). Key note speakers included:

- Dr John Hutchins, Designated Doctor for Safeguarding children in NW London and also the lead for Ealing Service for Children with Additional Needs (ESCAN).
- Charlie Rigby, Founder & CEO of the Violence Intervention Project (VIP) - tackling issues with some of the most challenging children and young people engaged in youth violence across west London.
- Young Adult Partnership – a joint project between the Trust and West London NHS Trust addressing young adult mental health issues.



Premier League Kicks participant at Beavers Sports Lodge.

Premier League & Barnardo's Audit

In January 2025, our third independent safeguarding audit took place, conducted by Premier League appointed Barnardo's. The audit is annual for all clubs and their associated charity or foundation, containing 7 standards that form the assessment criteria. This year was the Trust's best outcome with the following summary received from the auditors:

The Trust is fully compliant with all 7 Premier League Safeguarding Standards. 6 recommendations for improvement were received, a significant reduction from the 24 recommendations during the 2023-2024 season.

The assessment demonstrated that the Trust has a robust and structured approach to safeguarding, reflecting our commitment and investment in ensuring we continue to keep all of our beneficiaries safe.

People/EDI

In line with our objectives to invest in our people, we continue with our commitment to an inclusive culture for all staff. During this financial year, we have improved our recruitment processes, resulting in a reduction in the time to hire. We have also enhanced our maternity and paternity pay offerings, making it more equitable. We provided staff with comprehensive training on psychological safety in the workplace, along with establishing a process that allows staff to raise concerns informally in a streamlined, structured and impartial manner.

We aim to develop a people-centred approach within the Trust and cultivate a culture of excellence. This has led to improved staff engagement, as shown by the higher response rate to the 2024 staff survey.

Aligned with our values, we recognise the importance of being an organisation that truly represents the community we serve. In line with our EDI strategy, we are reviewing our staff diversity data to identify trends and develop an action plan. We are now focusing on developing a people strategy with clear, people-oriented operational and strategic objectives to enable us as an organisation to empower and develop our staff, as well as to continue building on our inclusive culture.

Trustees Report

Increasing Investment in the Trust

Further investment in the Trust from the Premier League & Professional Footballers Association (PL PFA) enabled increased investment in opportunities for Young People at Risk. In partnership with Hounslow Council, a new project was developed designed to tackle anti-social behaviour on Town Centre High Streets in Hounslow through direct support and encouragement to access positive pathways from appointed Trust Mentoring Staff and Hounslow Council Youth Workers.

Aligned with Brentford Football Club's ambitious plans to develop support and engagement wider than its core west London boroughs, the Trust successfully applied for funding for a Local to Regional community sports engagement programme. Targeting a new audience and demographic to the west, the project is designed to engage new schools as part of our community sports offer, and activate new community sports hubs in Spelthorne, Surrey and Berkshire. The funding has also helped support the development of increased engagement with Spelthorne Council and a collaborative partnership with London Irish Amateur Rugby Club to develop a joint sports and community offer utilising community sports facilities at Hazlewood Centre in Sunbury.

The Trust was also successful in applying for a new Players Project Pilot with Brentford Football Club First Team Player Ben Mee appointed as it's ambassador. Focusing on mental health support for young people in school years 9-12, the project aims at tackling low self-esteem with the following outcomes:

- Build a stronger sense of self-worth.
- Cultivate resilience and perseverance in the face of challenges.
- Enhance young people's ability to navigate the demands of academic and personal life with curiosity and confidence.

Further funding was achieved through a partnership project between Brentford Football Club (BFC) and the Trust via the Premier League Fans Fund. The project aims to understand the challenges and barriers faced by South Asian communities in engaging with football. Conducting research via focus groups and surveys alongside tailored workshops & events, the project



The Trust hosts a family multi-sports festival at Hazelwood Sports Center.

Trustees Report

Increasing Investment in the Trust



Chair-based participants enjoying an arts and crafts session run by Young Leaders.

has showcased the pathways within sport for young South Asians whilst helping demonstrate need for future engagement via long term funding for a more comprehensive programme.

A further trust and club partnership, Bee a Hero achieved local recognition at the London Football Awards, winning Community Project of the Year. Working in partnership with NHS Blood & Transplant Raising and JCDcaux, the campaign included local billboard advertising and matchday activation (blood type testing). The campaign raised awareness of the importance of blood donation to tackle the need for more donors from Black African and Black Caribbean communities.

The strong working relationship between the Trust and Brentford Football Club (BFC) was further demonstrated by the development of Brentford Football Club's new Academy. The club embarked on an ambitious plan to introduce a new boys Academy (age 9–16years), and the Trust played an integral role in supporting the pathway and assessment process for young players engaged in our Performance Programme and new trialists. A phased approach was implemented during the football season utilising the Brentford Football Club Dome at Uxbridge High School and other community venues. Significant club investment in improved facilities at Brentford Football Club's training ground in Osterley, Hounslow also commenced with a full opening planned for summer 2025.

The Trust's Communications dept also supported a wide variety of campaigns and events to raise awareness and wider network opportunities in the community. These included:

October 2024 – During Black History Month Trust staff shared the stories of prominent individuals making an impact within the community, sport or education. The community hub also hosted Hounslow Council as they launched their Equality, Diversity & Inclusion strategy.

February 2025 - As part of the Premier League's More Than A Game campaign, Thomas Frank presented Brentford Penguins player and Community Sports Trust participant Charlie Rowley with the Community Captain Award.

March 2025 - March of the Day 11 – working in partnership with the Professional Footballers Association (PFA) and providing access to the GTECH Stadium, Brentford Football Club and the Trust supported the Darby Rimmer Foundation as fundraising walkers visited 26 professional grounds in 3 days, making the journey from Wembley to Ipswich Town, raising awareness of Motor Neurone Disease (MND).



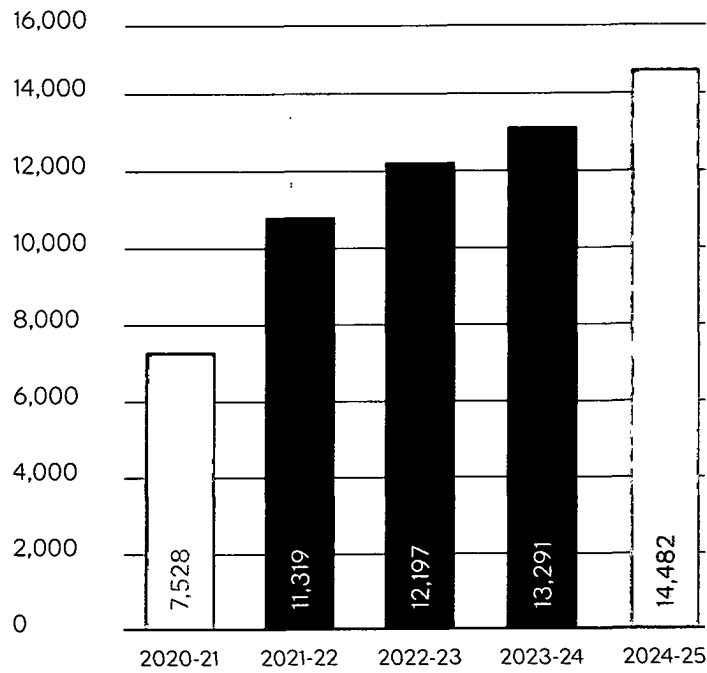
The Emperor Penguins learn CPR before a walking football session.

Trustees Report

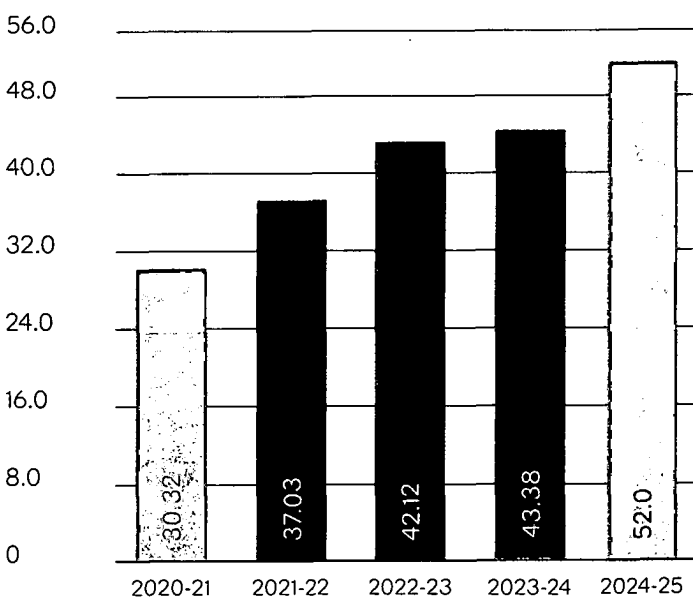
Levels of Engagement Comparison

The graphs below shows our engagement levels over the past five financial years.

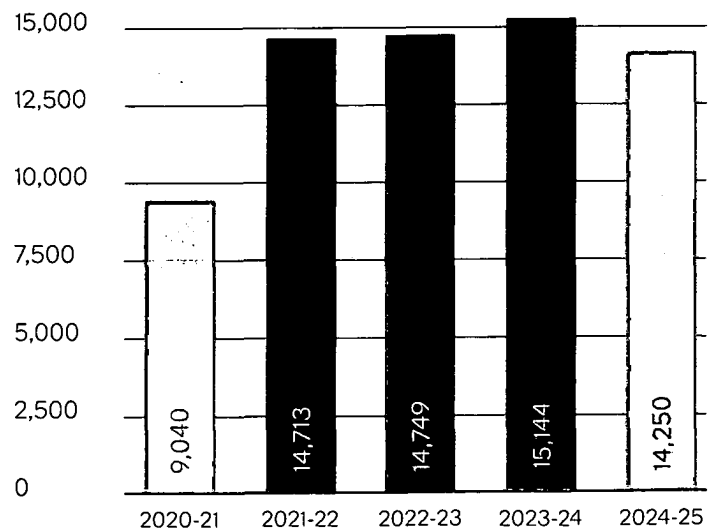
Number of participants (unique)



Av. contact hours



No. of sessions



Trustees Report

Review of Activities

Football Development and Sports Participation

The Trust's football development programmes continue to thrive with nearly 1,400 children attending every week, setting a new high for participant engagement. The expansion of the football development programme into Berkshire has supported this and created more coaching opportunities within the Trust.

With further two development centres due to launch at Hazelwood and Ashford in September 2025 the growth in capacity presents exciting opportunities. Over 2,000 players took part in the 2024 Gunnersbury Cup across four different categories and five days of football. With the tournament a standout fixture in the calendar and demand so high there is now potential to expand with a winter edition which is being explored.



Mini Bees Football Programme

During the year some of the Emerging Talent Centre girls were offered places within PGA (Professional Games Academy) at Chelsea, Arsenal and Brighton, as well as one of the boys from the Performance squad of the Football Development Centre signing for Tottenham Hotspur Under-16 Academy. This is a fantastic achievement for both programmes and testament to the coaching that the Trust is delivering.

140 boys and girls took part in the Trust's first Christmas Gymnastics display in December, with an audience of over 200 guests. This level of participation has supported the growth of the department and range of programmes now being delivered which includes Mini Bees, Tumble Bees, Boogie Bees, Gymnastics and Dance.

Looking ahead, a summer Gymnastics Club Championships is being planned and the department is also launching a new Gymnastics and Cheerleading Centre in Osterley which is due to open in September 2025.



The Beehive Cup hosted at Town Farm Primary School.

Trustees Report

Review of Activities

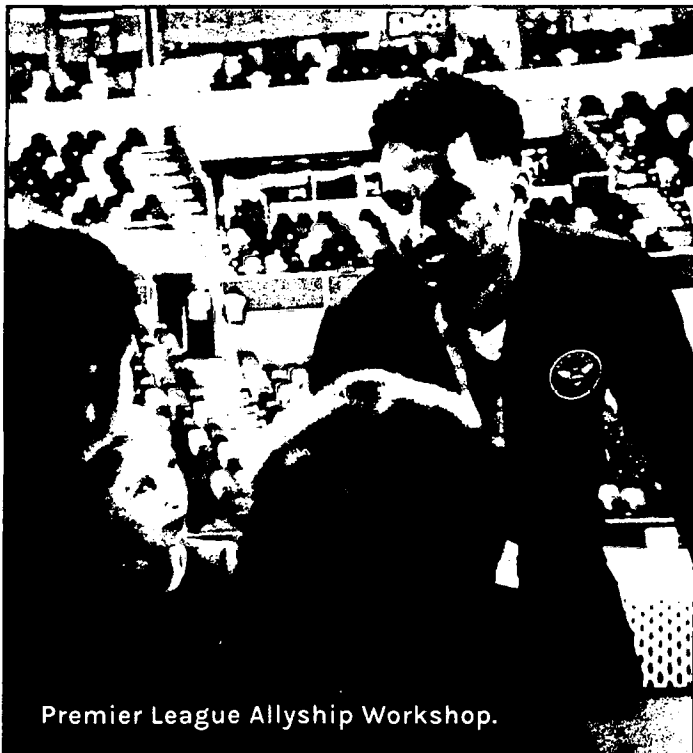
Schools

One of the overarching challenges for the Schools Department has often been staffing. Whilst this was apparent in autumn 2024, a big push on recruitment with the Head of HR helped to relieve some of that pressure later in the school year.

With the departure of the Schools Senior Manager in December 2024 the Area Managers did a fantastic job to continue delivery across the department during the interim period whilst a new Senior Manager for both Post-16 and Schools was recruited to join in June 2025.

There has been several opportunities for all of the Trust's Schools Coaches to upskill during the year with a specific focus on delivering higher quality PE Lessons in schools and the response from staff has been very positive.

The sustainable growth into Berkshire is progressing strongly and the Trust is developing relationships with several key partners and schools including Langley Academy, St Michael's Primary School and the Slough Sport Network. This was further emphasised by Trust CEO Lee Doyle during a live interview on BBC Radio Berkshire's Breakfast show in July 2024.



One of the highlights of the year has been a new partnership with Sky. Starting in February 2025 with the delivery of half-term sports camps at the Sky Campus in Osterley for employee's children, the partnership has continued to grow.

Some of Sky's employees have since volunteered with the Trust and there is an opportunity for the Trust to support Sky Day in August where over 10,000 employees and their families will be attending.

Trustees Report

Youth and Community

In April 2024 the Trust launched the Changing Directions project. Funded by the Premier League, the project targets early intervention and crime reduction for young people through positive engagement and mentorship, using sports and educational workshops to create a safer environment and promote positive behaviour.

With ongoing support from partners and funders the department has delivered a number of successful events and tournaments for young people to take part free of charge. This included over 90 young people taking part in the Utilita Cup at Brentford Towers in May half-term with every participant leaving with a £50 Tesco food voucher, and a series of free tournaments in partnership with MOTORS where every participant received free water bottles and drawstring bags.

The £2m renovation of the Southall Young Adult Centre (YAC) officially opened its doors in January.

The site includes a PlayZone funded by the Football Foundation – the first to open in London and the Trust’s Community Engagement department played a pivotal role in securing the new facility at the YAC.

There is more to look forward to. A new partnership has been agreed with Abri Homes to fund a session in Bracknell, Uxbridge High School have committed to funding a weekly session which is now match funding for Kicks, and Surrey County Council are supporting a trial session at the Eclipse Centre in Staines throughout the summer and autumn.

Over the next year a further six PlayZones are due to be completed across Hounslow and Ealing. These new sites will provide additional facilities to increase provision all year-round for the Community Engagement department which is hugely exciting.



Trustees Report

Health and Wellbeing

Over the last 12 months Trust staff have taught over 1,100 people how to perform CPR and use a defibrillator through Brentford FC's Heart of West London initiative. The Trust also hosted a two-day heart screening event at the Community Stadium Hub in March with more than 100 young people screened.

During the year another cohort of participants completed the 8-week Comedy for Thought programme. The Health and Wellbeing department set an engage target of 12 adult participants for this course, and 17 people attended at least two sessions. 11 participants, ranging from 23-72 years old, completed the final performance in front of a supportive crowd of friends, family and Trust staff.

100% of participants reported improved skills and knowledge, engagement and inspiration, and confidence and self-esteem. Whilst 92% reported improved mental wellbeing and a sense of belonging. 83% of participants reported improved interpersonal relationships, and 75% felt their physical wellbeing had improved.

In February the Bee A Hero blood donation project was recognised at the London Football Awards winning the Community Project of the Year. This followed another successful matchday activation in October 2024, where fans had the opportunity to find out their blood type before Brentford played Ipswich at the Gtech Community Stadium.

With two team members leaving at the start of 2025 for new ventures it has been a challenging period to meet the increasing delivery demand and oversee applications for continuation funding to sustain existing programmes and maintain resource. In addition to this, the diverse range of programmes delivered by the Health and Wellbeing department all have different aims, objectives and target groups.

From September the Trust will be delivering a new six-week programme called Bee-Coming Me, aimed at supporting young people in secondary schools to build a range of life skills such as self-belief, resilience, discipline and a growth mindset.

The sessions will be led by a new Health and Wellbeing Project Coordinator who joins in the summer and will be supported by former players Karleigh Osborne and Marcus Gayle. The project will encourage self-exploration to improve emotional literacy and confidence.

In addition to this, the imminent launch of the Clubhouse Café will see the department support with the development of a range of social impact projects and activity at the new facility.



Trustees Report

Specialist Support / Intervention

The Ability Bees SEND Schools Programme has continued to make good progress, successfully sustaining partnerships with schools from the previous year. Additionally, the programme has expanded its impact by forming new partnerships with two additional schools, including both mainstream and specialist provisions.

The project launched the Ability Bees Soccer School Camp at the Uxbridge High School Dome, delivering two camps over February Half-Term. With the success of the camp there are plans to run more camps during the holidays and expand to additional venues.

The department has seen a positive increase in staff recruitment, with several new coaches joining to support the disability programmes, including All Ability Bees. However, due to growing demand across our school sessions, the Disability Manager has had to take on a more hands-on delivery. While this helps maintain consistency and quality, it has limited capacity to expand into additional schools and develop new community sessions.

In January 2025, the Disability Department hosted an England Para Talent Insight Day, with a specific focus on working with Blind or Visually Impaired participants. A Disability CPD workshop followed in February, focusing on improved delivery standards and the regular implementation of sensory strategies.

The ongoing support from Middlesex FA has supported the development of inclusive leagues such as the Disability Youth League and helping ensure alignment with county-level football strategies.

In addition to this, the School Sport Partnerships has enabled the delivery of inclusive PE and extracurricular sessions for young people with SEND across West London boroughs. Furthermore, they collaborate with Slough Sports Network and Get Berkshire Active to expand the reach of inclusive football festivals into wider areas.

Across the year the department has engaged with 740 unique participants, which is testament to the additional resource and expansion of delivery to support more participants with varying needs.

Looking ahead the Bee Inclusive football community sessions will be expanding into the Ealing area from September 2025.

In addition to this, the disability programme will be launching an impairment-specific football session for 2025/26 season, starting with a focus on cerebral palsy, with the aim of forming a Cerebral Palsy team.



Trustees Report

Young Carers

Over the last 12 months the Trust's Young Carers programme has recruited three former young carers to work across the project. Due to the sensitive and often complex nature of the work, lived experience is really important to help forge relationships between staff and the young carers.

The new staff members have supported the growth with delivery now expanding into Northolt and Greenford with a Young Carers Lead position for this area funded for three years. A new youth club launched in Ealing taking the total to three altogether.

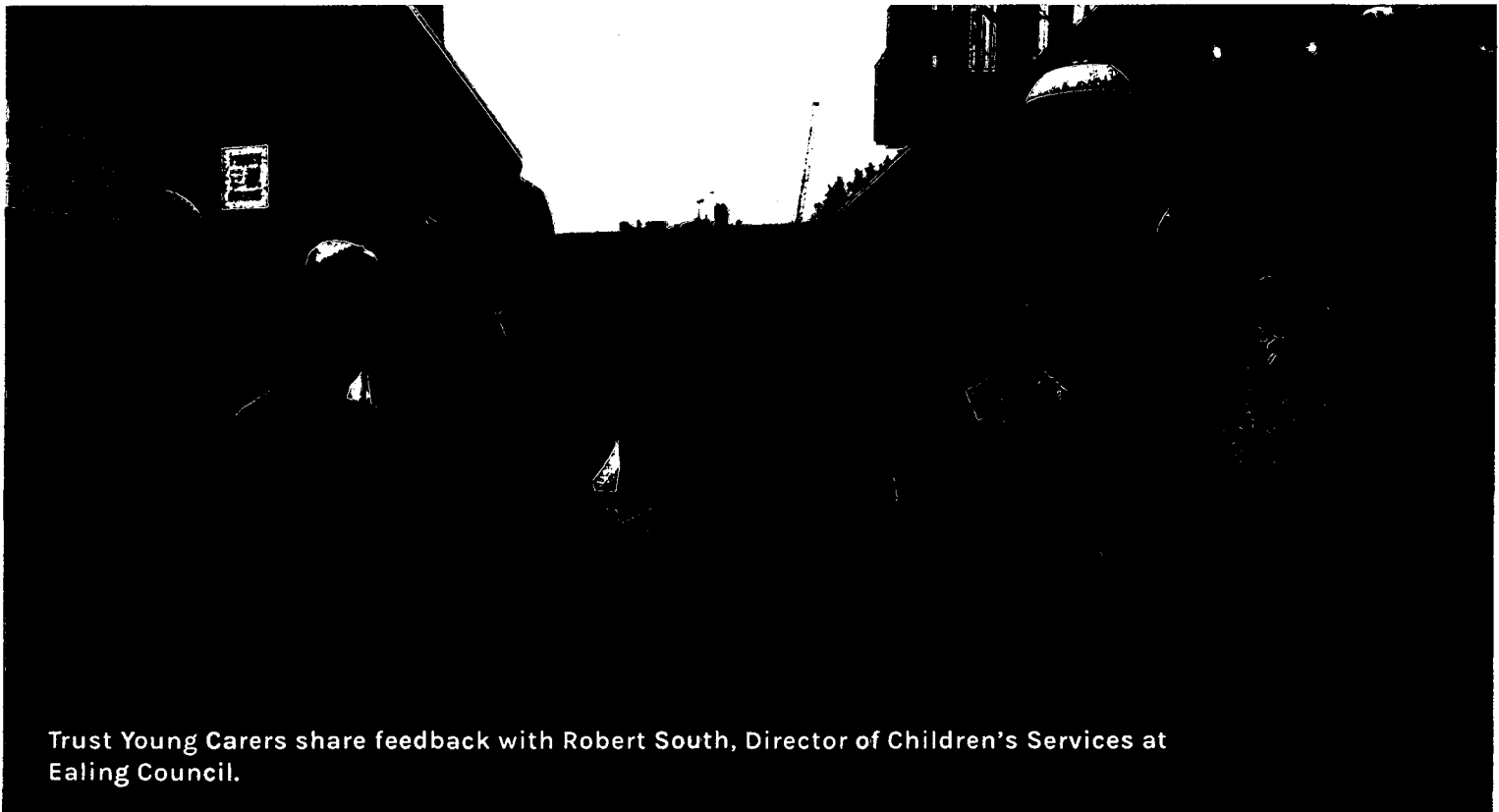
In February some of the Trust's Young Carers and their families had the opportunity to meet with Robert South, Director of Children's Services at Ealing Council and other leads to share their thoughts.

The event, which took place at Teatro Hall during the February half term, was designed by the young carers with the aim of sharing their views on the services provided by Ealing Council. The Trust's participants also had the opportunity to give feedback on what else the council could do to support them in their roles as young carers.

Over the year, 294 young carers have been registered with the Trust, 125 of which (63 from Ealing and 62 from Hounslow) have been active and regularly attending various sessions. As the provision grows and the Trust engages with more young carers the lack of transport to attend sessions is becoming an increasing obstacle to ensure they can access sessions.

The ongoing financial support from John Lyon's Charity and backing from Ealing and Hounslow Council have again played a huge part in the provision the Trust can offer to young carers. With this support and security it is enabling the programme to branch out to new areas and support more young carers.

With a busy year ahead, planning for a full roster of summer holiday activities and days out is well underway. In addition to this, the Trust is organising a visit to the Houses of Parliament to meet Ruth Cadbury MP for Brentford and Isleworth. The young carers will be able to ask Ruth about various topics and challenges relevant to themselves.



Trust Young Carers share feedback with Robert South, Director of Children's Services at Ealing Council.

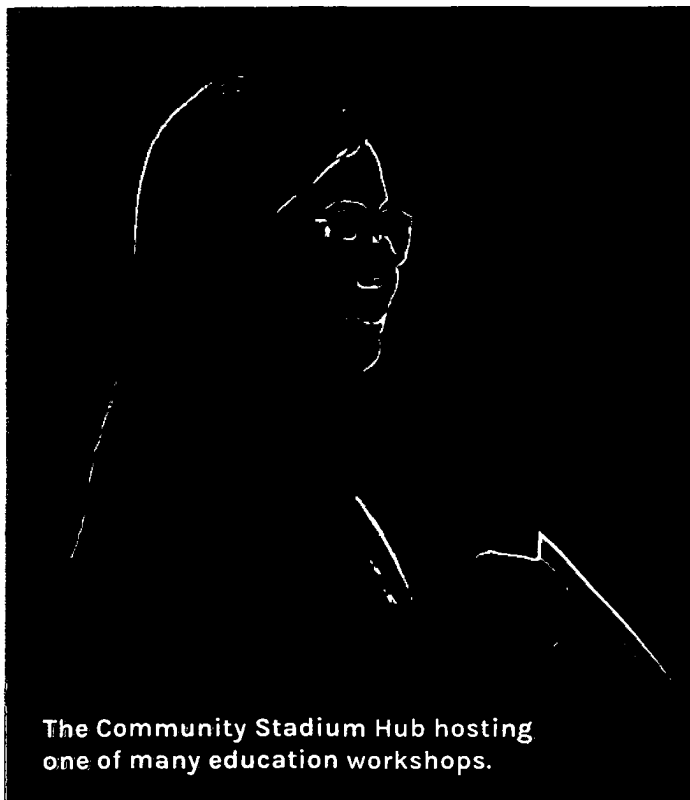
Trustees Report

Education

The Brighter Future mentoring and Youth Justice Service Turnaround programmes continue to thrive, providing support for some of the most vulnerable and complex groups on the edge of local authority services in Ealing. Across both programmes, 10 young people attended the Job Fair at the Gtech Community Stadium in March, two young people now volunteer with the Trust and we have supported nine managed moves into new schools.

Through Focus30, the Trust is working with students who struggle in traditional education environments, changing attitudes which leads to positive changes in school and an increase in engagement with learning. This work has helped provide the groundwork towards our new Alternative Provision direction.

Working across the Premier League Inspires programme we have a sustained presence in Hounslow schools. Over the last 12 months some of the participants worked on a social action project addressing Gender Equality - designed and delivered by students - who successfully represented the Trust at a showcase event at Wembley Stadium. One of the students featured on the Premier League's More Than A Game campaign.



Midway through the year a key delivery staff member left the Trust with the department quickly re-adjusting to meet demands. There has been noticeable slow responses from key local authorities with confirmation of further funding which makes planning of provision difficult. NHS Advantage funding did not renew this year despite strong demonstrable impact. This led to re-purposing of staff and looking ahead the intention is to investigate the NHS bespoke spot purchase model.

Headline Delivery Stats

Youth Justice Service: Turnaround

- Demonstrated extremely strong impact highlighting 100% haven't re-offended since intervention (3 months on from end of intervention)
- 100% achieved at least one AQA Unit Award (recognised qualification)

Brighter Futures

- 50% increase confidence levels
- 50% increase positive attitude
- 40% increase self-esteem

Focus 30 Programme

- 83% of students either reduced their number of exclusions after participating on the programme or did not get excluded after being on the programme (whilst facing risk of exclusion)
- 80% of students understand what positive behaviour is and can use it towards their teachers and staff after completing the programme (student survey)
- 80% of students are more positive about their futures after completing the programme (student survey)

Advantage Mentoring

- 35% reduction in perceived stress levels (PSS)
- 33% increase in overall wellbeing (ORS)
- 41% increase in mental health & wellbeing (WHO-5)

2 young people successful in achieving paid work
1 young person achieving a place at one of the top Universities in the country (Kings College London)

Trustees Report

Youth, Employability and Training

In August 2024 the Trust launched the new English Football League (EFL) in the Community Training Ground programme aimed at young people not in education, employability or training (NEET) who are struggling to get the critical first step on the employment ladder. Across the Training Ground programme in two Boroughs we had 108 enrolments, 85 of these young people engaged well with the programme, and to date 31 young people have gone into an employment, education or training destination as a result of the programme.

With the launch of new programmes and some funding changing, the department established a team with project leads and mentors responsible for different programmes. Over the last 12 months the Employability team have built up strong relationships with local job centres and the Department for Work and Pensions to obtain referrals.

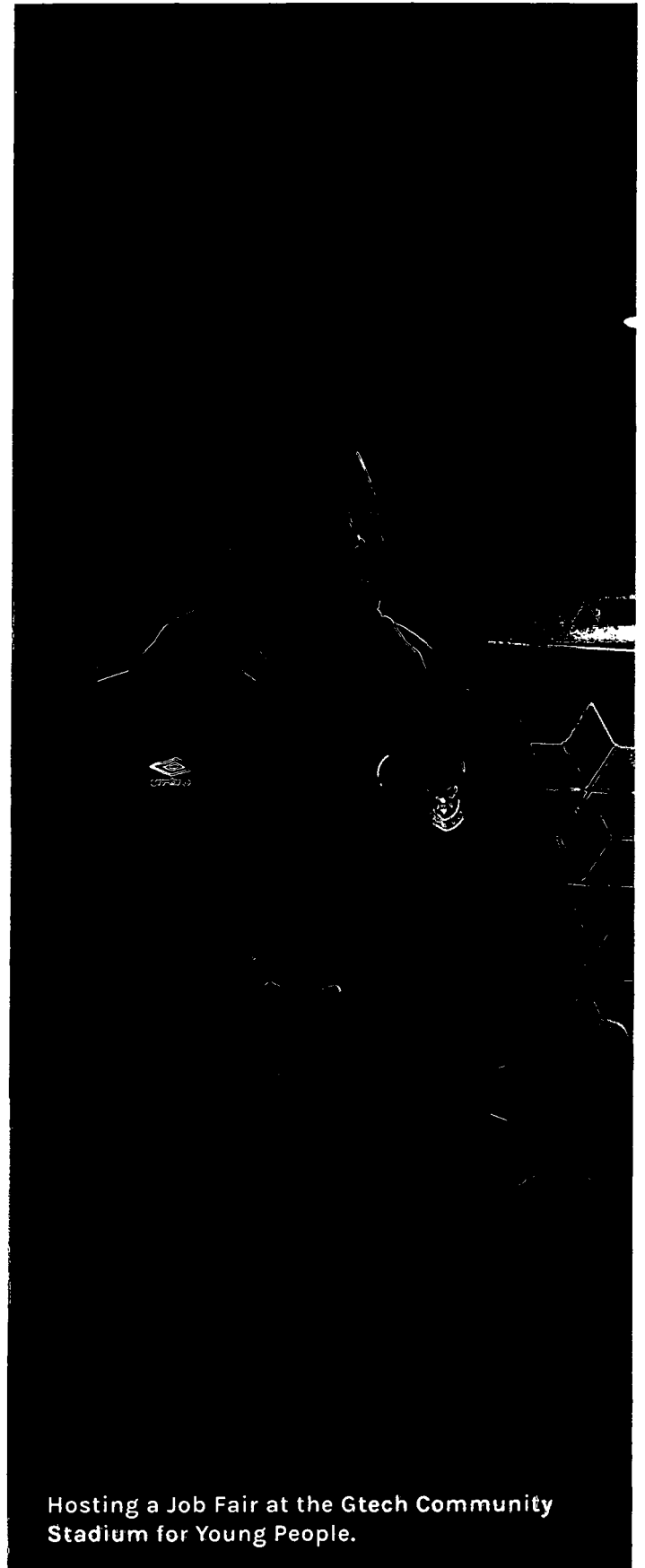
Through a partnership with London Youth and Inside Out, 23 young people attended the Diversity in the Outdoors career residential to help young people from underrepresented groups learn about pathways in outdoor instructing.

In March 2025 over 600 young people and 40 employers attended the Building Connections Job Fair at the Gtech Community Stadium. The event was hugely successful with many workshops and masterclasses from industry professionals taking place.

A common challenge has revolved around staffing. From onboarding lots of new staff across different projects at the same time, through to short term funded projects and limited sustainability of these projects which again has created challenges with staffing.

Looking ahead, as part of the Connecting Communities project funded by the Premier League Fan's Fund we have two interns joining us in June to work on events for South Asian Heritage Month and to future proof the project.

The department will also be increasing its Employability Work through funding from the PL PFA, which will enable us to offer more work experience opportunities, increase the number of employer partners, and create additional pathways for local young people.



Hosting a Job Fair at the Gtech Community Stadium for Young People.

Trustees Report

Fundraising and Partnerships

During the financial year Brentford FC Community Sports Trust continued to strengthen its fundraising efforts and build meaningful corporate partnerships that directly supported its community delivery.

In line with previous years, the Lucky Hive Lottery and kit sponsor initiatives delivered consistent results generating £30,000. This helped to maintain an important income stream supporting the sustainability of the Trust's programmes.

With the Ride London event on hiatus, the Trust has turned its attention towards planning for participation in the Palace-to-Palace Bike Ride in October 2025.



One of our fundraisers in training.

ensuring that supporters and partners have the opportunity to get involved in a high-profile challenge event that will raise vital funds and highlight the Trust's community impact.

Across partnerships, the Trust worked closely with Brentford FC sponsors Motors, Bazooka, and DeterTech, embedding the Trust within the Club's wider commercial strategy and creating shared value across both community and business objectives. The year also saw further growth in the Trust's partnership with Sky. This included the delivery of half-term football and activity camps at Sky's campus, as well as the invitation to support Sky Day in August 2025, further cementing the relationship as a long-term strategic partner.



Trust supports March of the Day II.

The Trust remains committed to diversifying its fundraising portfolio while deepening corporate collaborations that bring long-lasting benefits to local communities across west London.

Trustees Report

Data and Insight

The Data and Insight department has continued to play a key role in supporting the Trust's strategic development, monitoring organisational performance, and gathering insight to inform both programme delivery and long-term planning over the last 12 months.

Quarterly Trustee Reporting

A major milestone during this period was the introduction of a revised format for quarterly trustee reporting, with a new 'Performance Pack' first shared with Trustees in December 2024. The updated version was designed to provide a clear and more comprehensive picture of the Trust's work, incorporating key participant engagement data, Equality, Diversity and Inclusion (EDI) updates, marketing and communications metrics, and detailed case studies to highlight impact stories from across the Trust. Early feedback from Trustees and senior staff has been positive, and the new format has already enhanced the clarity and usability of these regular updates.

2025 - 2028 Strategy

The department also played a central role in the development of the Trust's new three-year strategy for 2025-2028. This was a collaborative process carried out over several months, involving structured consultation with both staff and Trustees. Three dedicated strategy days were held to gather feedback, including a Vision and Mission workshop facilitated by Trustee Iain Preston.

The final draft of the strategy, along with accompanying departmental objectives, has now been approved by staff and submitted to the Board of Trustees for review. Going forward, the implementation and monitoring of strategic objectives will be led by the incoming Senior Manager for Insight and Impact.

Premier League Funded Projects

In addition to internal strategy development, the department has continued to oversee the evaluation and reporting elements of the Trust's Premier League funded projects. One of the most significant has been the continuation of the Connecting Communities project, funded through the Premier League's Fan's Fund.

With the project extended until August 2025, a number of key activities took place over the year. In April 2025, BFC partnered with Hounslow Mosque to host the UK's largest ever Open Iftar in a football stadium, held at the Gtech Community Stadium. The event provided a vital opportunity to speak with local residents about the Connecting Communities project and the Trust's wider work. Alongside community events, research activity continued throughout the year.

This included a series of focus groups and interviews conducted at Kingston University, designed to gather insights into the barriers to football participation experienced by underrepresented communities, particularly those of South Asian heritage. A final event to mark South Asian Heritage Month is scheduled for July 2025, after which the project will deliver a final funding report to the Premier League.



Brentford's Girls team at the 2025 Premier League Primary Stars Tournament.

Trustees Report

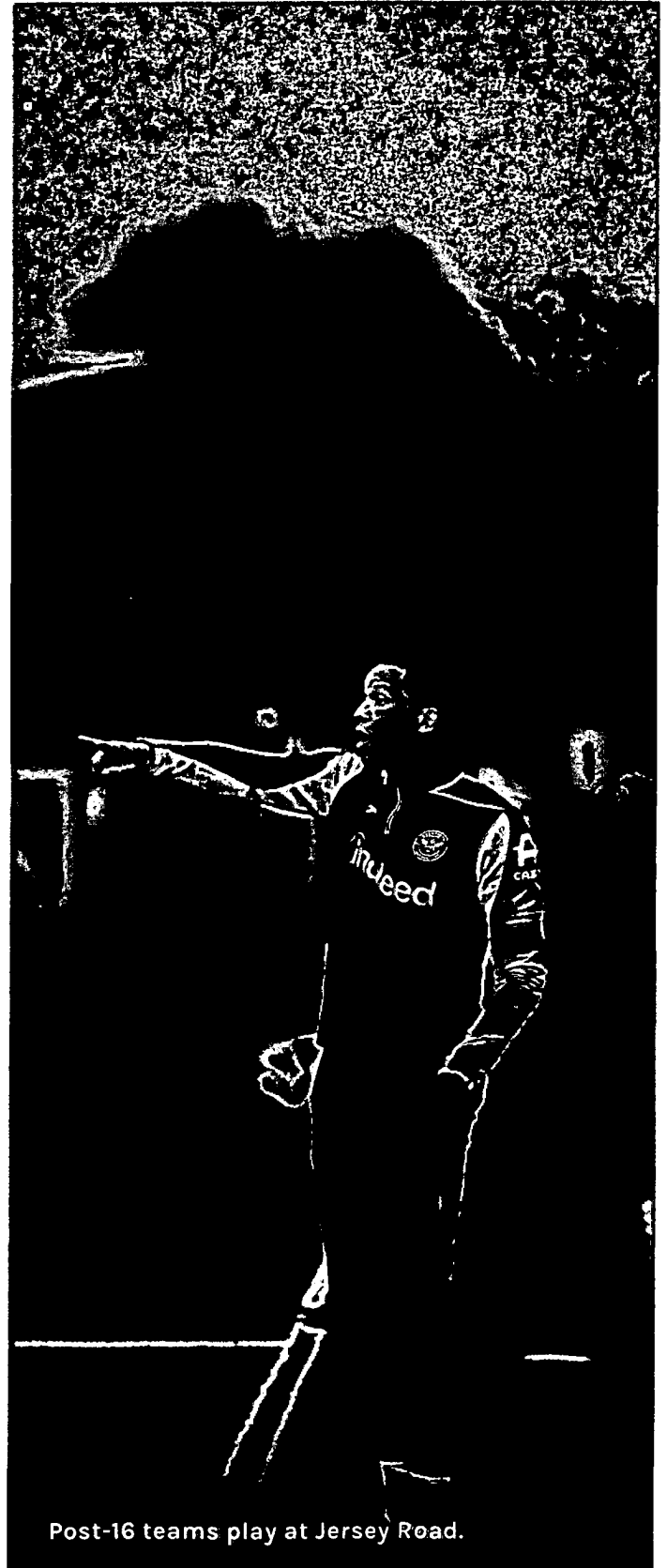
Data and Insight

Premier League Professional Footballers' Association Community Fund

The department also provided significant support for the Trust's successful application to the Premier League Professional Footballers' Association (PLPFA) Community Fund. Following a rigorous internal process, a joint proposal was submitted by the Post-16 and Employability teams. The proposal was accepted, and both teams are now in the early stages of project delivery.

Staff Survey

Finally, between January and May 2025, the department worked closely with the HR team to analyse and report on results from the 2024 Staff Survey. The analysis included a detailed breakdown of responses by gender, length of service, and role level, and provided valuable insight into staff experience across the organisation. These findings have been shared with senior management and are being used to shape workforce planning and staff engagement efforts for the year ahead.



Report of the Trustees for the Year Ended 31 March 2025

Financial Review

For the year ended 31 March 2025, total income amounted to £4.4 million, reflecting a 14.7% increase compared to £3.8 million in the prior year. The Trust reported a surplus of £0.2 million, reversing the deficit of £0.2 million recorded in the financial year 2023/24. This performance was achieved despite challenging economic conditions and reflects the Trust's continued expansion of its community impact.

The increase in income was driven by successful fundraising efforts and programmatic growth. Donations and legacies rose to £434k (2023/24: £382k), while income from charitable activities increased to £3.7 million (2023/24: £3.3 million). Within charitable activities, all but one of the Trust's strategic areas experienced growth, with Football Development and Health & Wellbeing showing particularly strong performance, growing by 13.8% and 41.5% respectively.

Total expenditure for the year increased by £231k (5.8%) to £4.2 million (2023/24: £4 million), representing controlled growth significantly below the rate of income increase. Staff costs remained the largest component of expenditure, rising by £246k (8.5%) to support operational expansion and investment in leadership capacity.

The Trust's financial management continues to demonstrate maturity and effectiveness, providing a strong foundation for sustainable growth. Strategic partnerships, particularly with Brentford Football Club, and the diversification of funding sources have further strengthened the Trust's financial resilience.

Financial Position

The Trust continues to operate a full cost recovery model, allocating a proportion of fixed and variable costs to individual projects. While the Trust has expanded its reach and scale, investment in core functions remains essential. This investment initiative, which commenced in 2021/22, continued through 2024/25.

Rising income levels have enabled the Trust to maintain internal recovery rates in the short term, with a strategic objective to reduce these rates over time. Budgetary responsibility remains with individual

project managers, supported by central finance and operational teams.

Staff and facilities continue to represent the largest cost categories. The Trust recognises its workforce as its most valuable asset and has implemented structured scaling to ensure the retention of a skilled and flexible team capable of delivering both existing and new initiatives. As at 31 March 2025, the Trust employed 67 full-time and 101 part-time staff (2023/24: 60 full-time and 71 part-time). Investment in contracted hours and staff development remains a priority, with ongoing support provided through onboarding, training, and professional development programs.

Total funds increased from £1,043k to £1,203k, further strengthening the Trust's financial position and enhancing its capacity to deliver future community programs. The Trust delivered exceptional operational cash flow of £702k, a significant improvement from the prior year's negative cash flow of £108k. This turnaround reflects enhanced working capital management, driven primarily by improved debtor collection processes which contributed substantially to overall cash generation.



Changing Direction Programme at
Gunnersbury Park.

Report of the Trustees

for the Year Ended 31 March 2025

Reserves Policy

The Trust's reserves policy aims to maintain reserves equivalent to three months of operating expenses. Historically, this calculation included only variable and semi-variable costs. Following a policy review at the March 2023 Quarterly Board Meeting, the Trustees adopted a more prudent approach by including all operating expenses, excluding depreciation, in the reserves calculation.

Operating costs are now assessed on a forward-looking basis, using an average of the next six months' forecasted expenses. This change aligns with the Trust's budgeting and reforecasting cycles, comprising an annual budget approved at the March Board Meeting, followed by a half yearly reforecast.

This revised methodology ensures sufficient coverage for potential one-off costs, including those associated with operational reductions, employee notice periods, and statutory redundancy obligations. Under the updated policy, current reserves provide 2.2 months of operating cost coverage, below the target of three months. The Trust remains committed to achieving the target level and takes assurance from its diversified funding streams and strong cash balances. Reserve levels are reviewed quarterly by the Finance Subgroup and the Board.

Investment performance

Investment income improved to £67,771 in the year reflecting higher cash balances available to invest. The Trust maintains its reserves in cash deposits across multiple financial institutions to mitigate the risk of loss due to bank failure. Interest rates and account balances are actively monitored to ensure competitive returns while preserving liquidity and minimising risk.

Our reserves position:

Reserves by type	Actual 2024-2025 £	Actual 2023-2024 £	% Increase/(Decrease)
Unrestricted Funds	776,268	709,628	9.4%
Restricted/Designated Funds	426,501	332,915	28.1%
Total Funds	1,202,769	1,042,542	15.4%

Unrestricted Reserves	£'s GBP	Average Spend £ (6 months)	Reserves Cover (Months)
Brought Forward Apr 2024	709,628	357,740	2.0
Movement 2024-2025	66,640	(777)	-
Carried Forward Mar 2025	776,268	356,968	2.2

Report of the Trustees for the Year Ended 31 March 2025

Structure, Governance and Management

Governing Document

The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

Recruitment and appointment of new Trustees

Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. New trustees must be approved by the board and are appointed by an ordinary resolution of the company. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one third of the trustees (with longest service) are subject to retirement by rotation.

Organisational Structure

Brentford FC Community Sports Trust is a company limited by guarantee and is registered with the Charity Commission.

A Chief Executive, who is not a trustee, operates Brentford FC Community Sports Trust on a day-to-day basis, with a senior leadership team including an Operations Director and project lead managers within key trust themes.

Reference and Administrative Details

Registered Company Number

05602833 (England and Wales)

Registered Charity Number

1112784

Registered Office

Underwood House
1A Thomas Layton Way
Brentford
TW8 0SB

Trustees

Ian Dobie
Donald Gilbert Kerr
Brian Robert Burgess
John Lawrence Cudmore
Nity Raj
Karl Adrian Reynolds
Anita Ralli
Chris Gammon
Marcella Eileen Phelan
Modi Abdoul (Appointed 27th March 2025)
Dr. Sharon Wright (Appointed 27th March 2025)
Iain Preston (Appointed 27th March 2025)

Ian Dobie is the Chariman, Donald Kerr is the Vice Chairman.

Chief Executive

Lee Doyle

Company Secretary

Jacqueline Clair Montague

Auditors

Just Audit & Assurance Ltd
4 South Bar Street
Banbury
Oxfordshire
OX16 9AA

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4BF

Bankers

The Cooperative Bank
Ealing Branch
16-18 New Broadway
Ealing
London
W5 2XA

Report of the Trustees for the Year Ended 31 March 2025

Statement of Trustees Responsibilities

The trustees (who are also the directors of Brentford FC Community Sports 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:

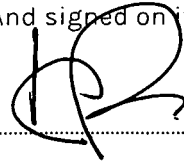
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Approved by order of the board of trustees on:

25/09/25

And signed on its behalf by:



Ian Dobie - Trustee

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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 Auditor's 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 the provisions available for small entities, 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 other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

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:

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

- the information given in the trustees' report, which includes the directors' 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 directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate and proper 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; or
- the charity has not kept sufficient accounting records; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement (set out on page 19), 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 an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

we considered in this context were the Companies Act 2006, and the Charities Act together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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 might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We considered the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and expenditure, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, including senior management, sample testing on the posting of entries, including journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

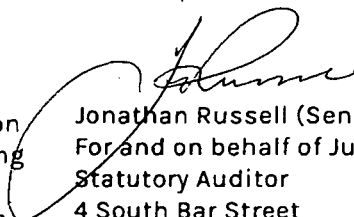
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of

irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 and trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body, and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Russell (Senior Statutory Auditor)
For and on behalf of Just Audit & Assurance Ltd,
Statutory Auditor
4 South Bar Street
Banbury
Oxfordshire
OX16 9AA

Date: 25 September 2025

Statement of Financial Activities for the Year Ended 31 March 2025

The notes form part of these financial statements.

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.25 Total Funds (£)	31.3.24 Total Funds (£)
Income and Endowments from					
Donations and Legacies		383,933	50,000	433,933	381,956
Investment Income	3	67,771	0	67,771	20,964
Other Income	5	102,869	0	102,869	119,690
Total		554,573	50,000	604,573	522,610
Charitable Activities					
General	4	227,295	0	227,295	339,044
Football Development and Sports Participation		1,532,101	145,943	1,678,045	1,438,101
Youth and Community		303,651	275,952	579,603	436,957
Health and Wellbeing		0	228,243	228,243	115,919
Specialist Support		0	456,753	456,753	360,667
Education, Employability and Training		391,220	185,611	576,831	581,351
Total - Charitable Activities		2,454,267	1,292,503	3,746,770	3,272,039
Total Income		3,008,840	1,342,503	4,351,343	3,794,649
Expenditure on					
Charitable Activities					
Fundraising	6	708,519	0	708,519	859,346
Football Development and Sports Participation		1,531,322	145,586	1,676,908	1,473,801
Youth and Community		289,075	260,955	550,030	513,234
Health and Wellbeing		0	201,716	201,716	142,576
Specialist Support		0	452,027	452,027	380,874
Education, Employability and Training		397,678	204,239	601,917	589,885
Total Expenditure		2,926,594	1,264,523	4,191,117	3,959,716
Net Income and Expenditure		82,246	77,981	160,227	(165,067)
Transfers Between Funds		0	0	0	0
Net Movement in Funds		82,246	77,981	160,227	(165,067)
Reconciliation of Funds					
Total Funds Brought Forward before Adjustment		990,975	51,568	1,042,542	1,207,609
Prior Year Adjustment		0	0	0	0
Total Funds Brought Forward after Adjustment		990,975	51,568	1,042,542	1,207,609
Total Funds Carried Forward		1,073,220	129,548	1,202,769	1,042,542

The notes form part of these financial statements.

Balance Sheet
31 March 2025

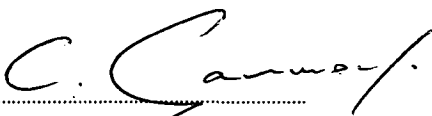
	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.25 Total Funds (£)	31.3.24 Total Funds (£)
Fixed Assets					
Tangible Assets	12	235,631	0	235,631	276,084
Total - Fixed Assets		235,631	0	235,631	276,084
Current Assets					
Debtors	13	471,618	101,342	572,960	1,188,772
Cash at Bank		1,345,071	719,327	2,064,398	1,309,732
Total - Current Assets		1,816,689	820,669	2,637,358	2,498,504
Creditors	14	(979,100)	(691,120)	(1,670,220)	(1,732,045)
Net Current Assets		837,589	129,548	967,138	766,458
Total Assets Less Current Liabilities		1,073,220	129,548	1,202,769	1,042,542
Net Assets		1,073,220	129,548	1,202,769	1,042,542
Funds					
Unrestricted Funds	16			1,073,220	990,975
Restricted Funds				129,548	51,568
Total Funds				1,202,769	1,042,542

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on:

25/9/25

Signed on behalf of the Board of Trustees:



Chris Gammon - Trustee

The notes form part of these financial statements.

Cash Flow Statement

for the Year Ended 31 March 2025

	Notes	31.3.25 (£)	31.3.24 (£)
Cash Flow from Operating Activities			
Cash Generated from Operating Activities	1	701,915	(107,647)
Net Cash Provided by Operating Activities		701,915	(107,647)
Cash Flow from Investing Activities			
Purchase of Tangible Fixed Assets		(15,020)	(78,654)
Interest Received		67,771	20,964
Net Cash Used in Investing Activities		52,751	(57,690)
Change in cash and cash equivalents in the reporting period		754,667	(165,335)
Cash and cash equivalents at the beginning of the reporting period		1,309,731	1,475,067
Cash and cash equivalents at the end of the reporting period		2,064,398	1,309,731

The notes form part of these financial statements.

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

1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	31.3.25 (£)	31.3.24 (£)
Net Income for the reporting period (As per the Statement of Financial Activities)	160,227	(165,067)
Adjustments for:		
Depreciation Charges	55,473	53,833
Loss/(Profit) on Disposal of Fixed Assets	0	325
Interest Received	(67,771)	(20,964)
(Increase)/Decrease in Debtors	615,812	(589,078)
Increase/(Decrease) in Creditors	(61,826)	613,304
Net Cash Provided by Operations	701,915	(107,647)

2. Analysis of Changes in Net Funds

	At 1.4.24 (£)	Cash flow (£)	At 31.3.25 (£)
Net Cash			
Cash at Bank	1,309,731	754,666	2,064,398
Total	1,309,731	754,666	2,064,398

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2025

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.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income from donations and grants is accounted for when received, with grant income being deferred when received in advance or accrued for when payment is received in arrears. Income from charitable activities is accounted for when earned on an accruals 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.

Charitable Activities

Resources expended on charitable resources are those applied to activities undertaken to meet the charity's objectives.

Allocation and Apportionment of Costs

Where reliable information is readily available, expenditure is allocated directly to the relevant cost centre or appropriately apportioned to more than one cost centre. Other costs may be apportioned on a reasonable and justifiable basis in accordance with the nature of the expenditure.

Tangible Fixed Assets

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

Sports Equipment	- 25% on cost
Motor Vehicles	- 25% on reducing balance
Fixtures and Fittings	- 10% on cost
IT Equipment	- 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

The charity is not registered for VAT so irrecoverable VAT is accounted for with the expenditure to which it relates.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2025

1. Accounting Policies - continued

Pension Costs

The charitable company operates a defined contribution pension scheme and auto-enrolment. Contributions payable to both schemes are charged to the Statement of Financial Activities in the period to which they relate.

Funds Structure

Reserves are transferred between restricted funds with the agreement of the funder when funds received for one project can be reallocated to another project.

Reserves are allocated to designated funds from unrestricted reserves at the discretion of the trustees. The fixed assets reserve represents the net book value of tangible fixed assets.

Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

Financial Instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments, which are initially recognised at transaction value and subsequently measured at their settlement value.

2. Donations and legacies

	31.3.25 (£)	31.3.24 (£)
Total Donations and Legacies	433,933	381,956

3. Investment Income

	31.3.25 (£)	31.3.24 (£)
Interest Received	67,771	20,964

4. Income from Charitable Activities

Charitable Activities	31.3.25 (£)	31.3.24 (£)
General	227,295	339,044
Football Development and Sports Participation	1,678,045	1,438,101
Youth and Community	579,603	436,957
Health and Wellbeing	228,243	115,919
Specialist Support	456,753	360,667
Education, Employability and Training	576,831	581,351
Total - Income from Charitable Activities	3,746,770	3,272,039

5. Other Income

	31.3.25 (£)	31.3.24 (£)
Other Operating Income	45,715	95,823
Gain/(Loss) on Sale of Fixed Assets	0	(325)
Other	57,154	24,192
Total	102,869	119,690

Notes to the Financial Statements for the Year Ended 31 March 2025

6. Charitable Activities Costs

	Direct Costs (£)	Support Costs (see note 7) (£)	Totals (£)
Fundraising	(627,864)	1,336,382	708,519
Football Development and Sports Participation	1,676,908	0	1,676,908
Youth and Community	550,030	0	550,030
Health and Wellbeing	201,716	0	201,716
Specialist Support	452,027	0	454,027
Education, Employability and Training	601,917	0	601,917
Total Donations and Legacies	2,854,734	1,336,382	4,191,117

7. Support Costs

	Management (£)	Finance (£)	Governance Costs (£)	Totals (£)
Fundraising	1,321,361	2,062	12,960	1,336,382

8. Net Income/(Expenditure)

Net Income/(Expenditure) is stated after charging/(crediting):

	31.3.25 (£)	31.3.24 (£)
Audit Fees	12,960	11,460
Depreciation - Owned Assets	55,473	53,833
(Surplus)/Deficit on Sale of Fixed Assets	0	325
Total	68,433	65,618

Notes to the Financial Statements for the Year Ended 31 March 2025

9. Trustees' Remuneration and Benefits

There were no trustees' remuneration or other benefits for the Year Ended 31 March 2025 or the year ended 31 March 2024.

Trustees' Expenses

There were no trustees' expenses for the Year Ended 31 March 2025 or the year ended 31 March 2024.

10. Staff Costs

	31.3.25 (£)	31.3.24 (£)
Wages and Salaries	2,796,537	2,582,210
Social Security Costs	239,825	213,289
Other Pension & Healthcare Costs	85,581	79,936
Total Staff Costs	3,121,943	2,876,436

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

	31.3.25	31.3.24
Permanent Staff	67	60
Casual Coaches	101	71
Total	168	131

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

	31.3.25	31.3.24
£60,001 - £70,000	2	0
£80,001 - £90,000	1	1
£120,001 - £130,000	1	1
Total	4	2

Key management are the Trustees, the CEO and the Senior Leadership Team. Their total remuneration for the year was £597,057 (2024: £540,729).

Pension Commitments

The charity operates a defined contribution Pension Scheme and auto-enrolment. The cost of the scheme to the charity for the year was £61,248 (2024: £55,752).

Notes to the Financial Statements

for the Year Ended 31 March 2025

11. Comparatives for the Statement of Financial Activities 2023 2024

	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)
Income and Endowments from			
Donations and legacies	336,872	45,084	381,956
Investment income	20,964	0	20,964
Other Income	119,690	0	119,690
Total	477,526	45,084	522,610
Charitable Activities			
General	339,044	0	339,044
Football Development and Sports Participation	1,284,394	153,707	1,438,101
Youth and Community	252,375	184,582	436,957
Health and Wellbeing	0	115,919	115,919
Specialist Support	0	360,667	360,667
Education, Employability and Training	441,192	140,158	581,351
Total - Charitable Activities	2,317,005	955,034	3,272,039
Total Income	2,794,531	1,000,118	3,794,649
Expenditure on Charitable Activities			
Fundraising	859,346	0	859,346
Football Development and Sports Participation	1,304,148	169,653	1,473,801
Youth and Community	294,965	218,268	513,234
Health and Wellbeing	0	142,576	142,576
Specialist Support	0	380,874	380,874
Education, Employability and Training	409,989	179,897	589,885
Total Expenditure	2,868,448	1,091,268	3,959,716
Net Income and Expenditure	(73,916)	(91,150)	(165,067)
Transfers Between Funds	0	0	0
Net Movement in Funds	(73,916)	(91,150)	(165,067)
Reconciliation of funds			
Total Funds Brought Forward	1,064,891	142,718	1,207,609
Total Funds Carried Forward	990,975	51,568	1,042,542

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2025

12. Tangible Fixed Assets

	Sports equipment (£)	Office equipment (£)	Totals (£)
Cost			
At 1 April 2024	30,092	415,388	445,480
Additions	0	15,020	15,020
Disposals	0	0	0
At 31 March 2025	30,092	430,409	460,501
Depreciation			
At 1 April 2024	28,388	141,008	169,397
Charge for the Year	1,342	54,131	55,473
Eliminated on disposal	0	0	0
At 31 March 2025	29,730	195,139	224,870
Net Book Value			
At 31 March 2025	361	235,270	235,631
At 31 March 2024	1,704	274,380	276,084

13. Debtors: Amounts Falling Due Within One Year

	31.3.25 (£)	31.3.24 (£)
Trade Debtors	421,994	1,010,740
Prepayments and Accrued Income	154,154	179,914
Other Debtors	5,270	4,576
Bad Debt Provision	(8,458)	(6,458)
Total Debtors	572,960	1,118,772

Notes to the Financial Statements for the Year Ended 31 March 2025

14. Creditors: Amounts Falling Due Within One Year

	31.3.25 (£)	31.3.24 (£)
Trade Creditors	77,925	388,293
Social Security and Other Taxes	97,124	66,063
Accruals and Deferred Income	1,495,800	1,277,690
Total Creditors	1,670,220	1,732,045

Deferred Income

Deferred income is recognised for income received in advance over the correct period of project funding, agreed by the funders.

	31.3.25 (£)	31.3.24 (£)
Opening Balance	1,023,124	646,636
Provided for the Year	1,120,524	1,023,124
Moved to Profit and Loss	(1,023,124)	(646,636)
Balance at Year End	1,120,524	1,023,124

15. Leasing Agreements

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.25 (£)	31.3.24 (£)
Within One Year	15,000	25,167
Between One and Five Years	17,500	32,500
Total	32,500	57,667

Notes to the Financial Statements for the Year Ended 31 March 2025

16. Movement in Funds

	At 1.4.24 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.25 (£)
Unrestricted Funds				
General	732,600	74,604	40,453	847,657
Fixed Assets	276,083	0	(40,453)	235,631
Football Development and Sports Participation	(94,338)	2,495	0	(91,843)
Youth and Community	5,263	15,606	0	20,868
Education, Employability and Training	71,366	(10,458)	0	60,907
Total	990,975	82,246	0	1,073,220
Restricted Funds				
Football Development and Sports Participation	(7,233)	357	0	(6,876)
Youth and Community	6,577	14,997	0	21,575
Health and Wellbeing	(39,211)	34,027	0	(5,184)
Specialist Support	36,426	17,227	0	53,653
Education, Employability and Training	55,009	11,372	0	66,381
Total	51,568	77,981	0	129,548
Total Funds	1,042,542	160,227	0	1,202,769

Notes to the Financial Statements for the Year Ended 31 March 2025

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	783,123	708,519	74,604
Football Development and Sports Participation	1,533,817	1,531,322	2,495
Youth and Community	304,681	289,075	15,606
Health and Wellbeing	0	0	0
Specialist Support	0	0	0
Education, Employability and Training	387,220	397,678	(10,458)
Total	3,008,840	2,926,594	82,246
Restricted Funds			
Football Development and Sports Participation	145,943	145,586	357
Youth and Community	275,952	260,955	14,997
Health and Wellbeing	235,743	201,716	34,027
Specialist Support	469,253	452,027	17,227
Education, Employability and Training	215,611	204,239	11,372
Total	1,342,503	1,264,523	77,981
Total Funds	4,351,343	4,191,117	160,227

	At 1.4.23 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.24 (£)
Unrestricted funds				
General	815,476	(58,379)	(24,496)	732,600
Fixed Assets	251,587	0	24,496	276,083
Football Development and Sports Participation	(90,187)	(4,151)	0	(94,338)
Youth and Community	47,853	(42,590)	0	5,263
Education, Employability and Training	40,162	31,204	0	71,366
Total	1,064,891	(73,916)	0	990,975

Notes to the Financial Statements for the Year Ended 31 March 2025

16. Movement in Funds - continued

	At 1.4.23 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.24 (£)
Restricted funds				
Football Development and Sports Participation	8,712	(15,945)	0	(7,233)
Youth and Community	40,264	(33,687)	0	6,577
Health and Wellbeing	(19,012)	(20,199)	0	(39,211)
Specialist Support	48,007	(11,581)	0	36,426
Education, Employability and Training	64,747	(9,738)	0	55,009
Total	142,718	(91,150)	0	51,568
Total Funds	1,207,609	(165,067)	0	1,042,542

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

	Incoming Resources (£)	Resources Expended (£)	Movement in Funds (£)
Unrestricted funds			
General	800,966	859,346	(53,379)
Football Development and Sports Participation	1,299,998	1,304,148	(4,151)
Youth and Community	252,375	294,965	(42,590)
Health and Wellbeing	0	0	0
Specialist Support	0	0	0
Education, Employability and Training	441,192	409,989	31,204
Total	2,794,531	2,868,448	(73,916)
Restricted Funds			
Football Development and Sports Participation	153,707	169,653	(15,945)
Youth and Community	184,582	218,268	(33,687)
Health and Wellbeing	122,377	142,576	(20,199)
Specialist Support	369,293	380,874	(11,581)
Education, Employability and Training	170,158	179,897	(9,738)
Total	1,000,118	1,091,268	(91,150)
Total Funds	3,794,649	3,959,716	(165,067)

Transfers between Funds

A transfer from general funds to the fixed assets fund is made in respect of capital additions and disposals during the year.

Notes to the Financial Statements for the Year Ended 31 March 2025

17. Related party disclosures

Donations received during the period included:

- £280,2266 (2024 - £172,873) from Brentford Football Club Ltd.

Other income received during the period included:

- £768 (2024: £753) from Brentford Football Club Ltd.

Expenditure for the period included:

- £66,507 (2024: £196,014) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £167,910 (2024: £242,319) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £15,217 (2024: £194,351) owed to Brentford Football Club Ltd.

18. Ultimate Controlling Party

The charity is controlled by the Board of Trustees, who are the directors of the company.

BRENTFORD FC COMMUNITY SPORTS TRUST

England & Wales - Charity number 1112784

Accounts



Community
Sports Trust

TRUSTEES REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Include, Innovate, Inspire



for Brentford FC Community Sports Trust

Registered Company Number: 05602833 (England and Wales). Registered Charity Number: 1112784
Registered Address: Underwood House, 1A Thomas Layton Way, Brentford, TW8 0SB

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Brentford FC Community Sports Trust

Brentford FC Community Sports Trust is an independent charity which operates in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of sport and education to inspire people, raise the aspirations of our local community, develop community facilities, and to give local people the confidence and skills to reach their full potential.

Working together with our partner organisations, we are committed to making a positive impact on people's lives and creating significant benefits to the communities we serve. Sustainability is central to everything we do, and our projects are designed with longevity in mind - both in terms of being able to maintain long-term delivery and ensuring the impact we have on individuals makes a lasting difference to their lives.

We aim to deliver meaningful impacts addressing local need, building partnerships with like-minded organisations. Our delivery is designed to break down barriers, inspiring the people we work with, helping them to realise their potential as well as developing self-confidence and pride in the communities in which they live.

Our vision is:

*"To use sport to **engage, inspire** and **empower** people in west London to achieve their life goals."*

Underpinning those three objectives are our charity values, which are to:

- Include
- Innovate
- Inspire

Summarising our approach is our mission statement:

We create exciting, progressive and socially inclusive programmes that achieve outcomes in sports participation, health and wellbeing, education, employability, specialist support and community engagement.



Mark Flekken meets participants at a Summer 2024 Multisport Camp at Gunnersbury Park.

Message from the Chief Executive

In 2013, on gaining planning permission for the new Brentford FC Community Stadium, a game changing commitment was made between the Club, Trust and the London Borough of Hounslow, to increase community engagement activities contributing a measurable social value as a result. At the time the Trust was delivering 5,000 sessions per annum with a social value of £8.5m at the highest confidence level. The target was within three years of new stadium occupation that social value would increase by 30% and if gates averaged 10,000 or above the stretch target would be a 50% increase.

The 10,000 gate is significant because it represents where Brentford FC were as a Club at the time with average gates of just over 7,500 playing in Division 1 of The English Football League.



Scan to watch our MOTD feature.



A participant at Football for Thought, a session tackling the stigma around men's mental health



Trust staff oversee a gymnastics session

In between, our communities coped with the outbreak of a pandemic and the Trust was agile in its response, going online to keep in touch with our participants. In 2023, it was time to report on progress and we are proud to report the target of just under £13m was smashed by a total of £70.6m in 2023 and £143m in the three years between 2020 and 2023. The report was launched at a celebration event and featured on Match of the Day (see QR code above). The stadium project has been transformational both on and off the pitch and is testament to the leap of faith by the Club owner Matthew Benham and his team as well as the London Borough of Hounslow.

Monetary value is one measure of progress, however we find that looking at individual and community growth is our best measure of whether we are succeeding. Premier League status has enabled us to strengthen key core areas of governance including safeguarding, human resources and insight and impact, whilst we have also grown our thematic work in Health and Wellbeing, Employment and Training and Community Development. Our Trust has a very strong

Message from the Chief Executive

governance model supported by nine talented and committed volunteer Trustees. We now have over 160 staff at the Trust and are planning to grow this number by offering a clear career path in a new apprenticeship programme that we are building with the support of the Premier League and Professional Footballers Association.

We now are settled in a fantastic stadium hub, sharing the space with NHS West London mental health recovery college which has given rise to a number of new and innovative projects. Increased investment and taking a social entrepreneurial approach to sustainable development has enabled us to grow. We have reviewed our strategy and agreed on a wider and deeper approach, increasing our geographical coverage whilst also investing more in local specialist areas. Growth also brings challenge and it has been important to listen to our staff and participants through surveys. Additionally, inflation has produced a

challenging operating environment and after a number of years of positive surpluses being re-invested into infrastructure, projects and supporting reserves, this year we incurred a loss. We have taken clear steps to address this in our 2024-25 budget.

Looking forward we are excited about the future. This report captures the breadth of experience and ambition of the Trust and the unique way in which sport can capture the imagination and nurture potential both on and off the field.



Lee Doyle

CEO

Brentford FC Community Sports Trust



Participants at a Trust-hosted South Asian Talent ID Festival

The Year at a Glance

Participation engagement highlights

13,000+

participants across all programmes

15,000+

total sessions delivered

2,400+

boys and girls at Community Football Development sessions

37%

of participants were women and girls

1,000+

Hounslow Youth Service participants

2,600+

Joy of Moving participants

43hrs

avg. engagement hours per participant

90%

of participants from our four partner boroughs

Marketing and communications performance

4,333,783

social media impressions

317,000

total video views

12,619

total social media audience
(Instagram, Twitter, Facebook, Youtube, LinkedIn)

14,932

newsletter subscribers

158,287

social media engagements

42,400

social media post link clicks

Trustees Report

The trustees, who are directors for the purposes of company law, hereby present the annual report together with the financial statements of the charitable company for the Year Ended 31 March 2024.

Achievement and Performance

Brentford FC Community Sports Trust (BFCST) has been able to further develop and increase its portfolio of projects and engage with more people than ever before.

The Board of Trustees agreed upon a new strategic plan to increase our reach deeper in our core local boroughs of Hounslow, Ealing & Richmond and a wider strategy for growth (Hillingdon, Surrey and Berkshire) which will align with Brentford Football Club's plans to increase engagement with the football club and develop the fan base.

Between April 2023 and March 2024, the Trust supported 13,291 individual participants.

Between April 2023 and March 2024, the Trust engaged with 4,110 women and girls across our programmes, which represents 35% of our total engagement for the period. The majority of participants came from the boroughs of Hounslow, Ealing and Richmond, and the table below captures the five areas most represented amongst our participants:

Borough	Participants	Percentage
Hounslow	4,022	37.83%
Richmond upon Thames	2,773	26.08%
Ealing	2,247	21.14%
Hillingdon	337	3.17%
Spelthorne	209	1.97%
Other (or unknown)	1,043	9.81%

Note: Numbers only apply to the 10,631 participants for whom we have full postcode data

Investment in core support for our participants to engage safely with us, in particular Safeguarding, reflects the needs of the people that we support, the range of settings in which we operate, and the societal issues that we are helping to tackle. In addition to investment in a full-time Safeguarding Manager, the Trust now has 10 Designated Safeguarding Officers (DSOs) across our 5 pillars of engagement.



Street Soccer Academy Training and Education at the Community Stadium Hub

Our People

Our people and our commitment to inclusivity are central to all we have achieved and support our ambition to continue to grow and achieve our charitable objectives. As part of our growth the Trust invested in a Human Resources (HR) Business Partner to develop our HR operational and strategic aims. A new HR system, Hi Bob has been implemented, aligned with the football club.

This investment has increased our resource and expertise, whilst improving direct communication with our staff including our casual workforce; streamlining the dissemination of policies and processes; performance appraisals; new role opportunities; upcoming events and activities; plus day-to-day people management.

The development of our recruitment processes, which has included a new applicant tracking system, Team Tailor has provided a streamlined approach to hiring staff. Whilst we have seen a slight increase in applicants, harder to fill roles and recruitment for delivery staff still have longer timescales, due to the specialist skills required for the roles.

Trustees Report

Our People

This is an area that is under current review, and we are adapting our recruitment methods to attract more candidates.

Between April 2023 and March 2024, we hired 11 new staff at the Trust, as part our growth as a Charity. As the Trust evolves, we want to continue to develop our organisation with a people focus. In line with this, a Staff Survey was completed in October 2023. Key themes emerged from the survey and our HR Business Partner with support from our wider Leadership Team, responded to the results with the establishment of five thematic staff survey groups tasked with formulating ideas and solutions, consisting of staff from all levels of the organisation.

Improved staff benefits and working conditions are under continuous review. With a focus on an inclusive workplace, and in response to feedback from the staff survey, we will enhance our maternity and paternity leave. We have also introduced a wider benefit for mental health support, whilst operationally we have introduced new measures to improve the office working environment. The Trust will continue to evaluate conditions as we respond to a challenging recruitment market for attracting new talent within the third sector.



All laughs in the west London derby at the 2024 Pan-Disability Gunnersbury Cup

Increasing Investment in the Trust

Further investment in the Trust from the Premier League & Professional Footballers Association (PL PFA) enabled increased investment in opportunities for children and young people with disabilities. The funding helps support the partnership with the Brentford Penguins, a local Down's Syndrome football club organised by a former Brentford FC football player Allan Cockram alongside his wife Vickie and a team of volunteers, with the children and families receiving support from Trust and Club staff, access to a matchday experience plus a visit to the BFC training ground.

The Trust's Health offer also continued to broaden with increased reach and opportunity. The Trust developed its partnership with the NHS whilst funding from the PL PFA enabled further investment in mental health support through additional people resource within the Health team. Projects include:

- **Active Minds** – a six-week course for primary school children offering a physically active educational programme focused on three key areas: Mental Health and Building Emotional Resilience, Diabetes Awareness and Nutrition and Healthy Eating. The course supported 384 children.
- **Advantage Mentoring** – part of a network of football clubs offering free, weekly one-to-one mentoring programme for young people between the ages of 14 and 21, to support participants' mental health and well-being.
- **Launch of a new mental health project** in collaboration with West London Community Eating Disorder Service, aimed at tackling the stigma associated with mental health and disordered eating in men.

The Trust Communications team also supported a wide variety of campaigns and events to raise awareness of the Trust and wider network's opportunities in the community. These include:

- **July 2023: Suicide: Just Say Something** conference supported by Hounslow Council and West London NHS Wellbeing and Recovery College and coinciding with the arrival of the Baton of Hope in London.

Trustees Report

Increasing Investment in the Trust



Inspiring children to lead active lifestyles through the Joy of Moving programme

- Sept 2023: #AskAboutAsthma campaign raising awareness of the number of children and young people affected by the condition and steps to manage it.
- Feb 2024: The Premier League’s “More Than A Game” highlighting the league’s investment into all levels of football, enabling people connected to clubs to have a positive impact on the lives of millions of people in their local communities.
- March 2024: Neurodiversity Celebration Week - a worldwide campaign celebrating different thinking and empowering people with neurological differences.

The Trust also continued to invest in central resources to support departments and projects including:

- Content Creator- responsible for the production of promotional material of Trust activities and joint initiatives with Brentford Football club, including player engagement via a range of social media platforms and web site.
- Insight Manager - tasked with improving the Trust’s data collection and monitoring, assessing local need aligned with strategic priorities, and leading on funding opportunities.
- Appointment of a dedicated HR Business Partner to support staff, improve policies and procedures and align people strategy with business strategy.

Finally, BFCST CEO Lee Doyle was recognised in the King’s New Years Honours List, being awarded a BEM (British Empire Medal) for his commitment and innovation in leading the Trust over a 35-year period.



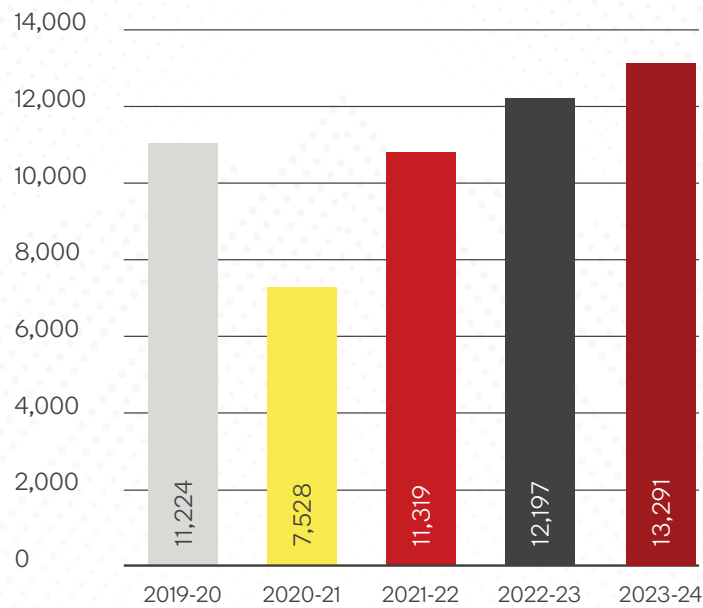
The Community Stadium Hub hosting its weekly chair-based exercise session

Trustees Report

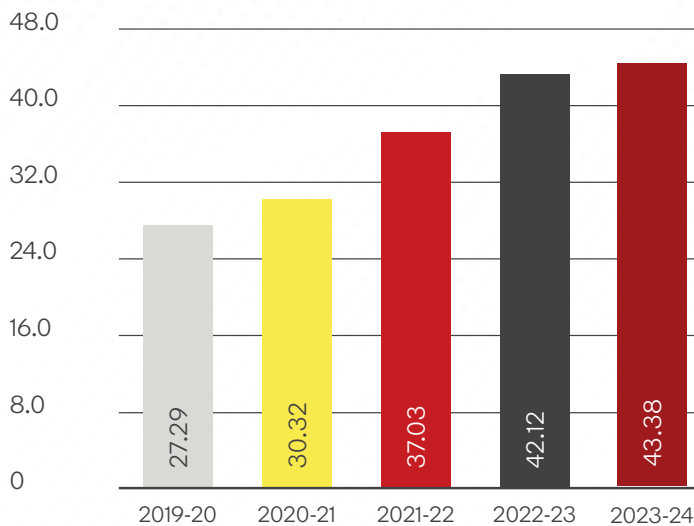
Levels of Engagement Comparison

The graphs below shows our engagement levels over the past five financial years.

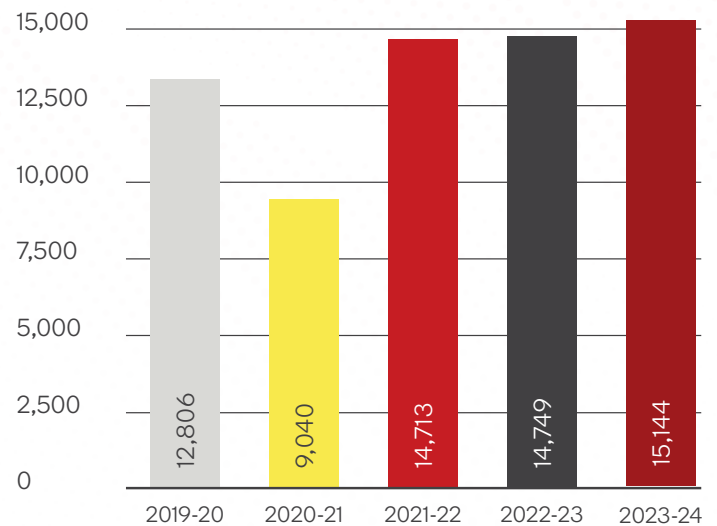
Number of participants (unique)



Av. contact hours



No. of sessions



Trustees Report

Review of Activities

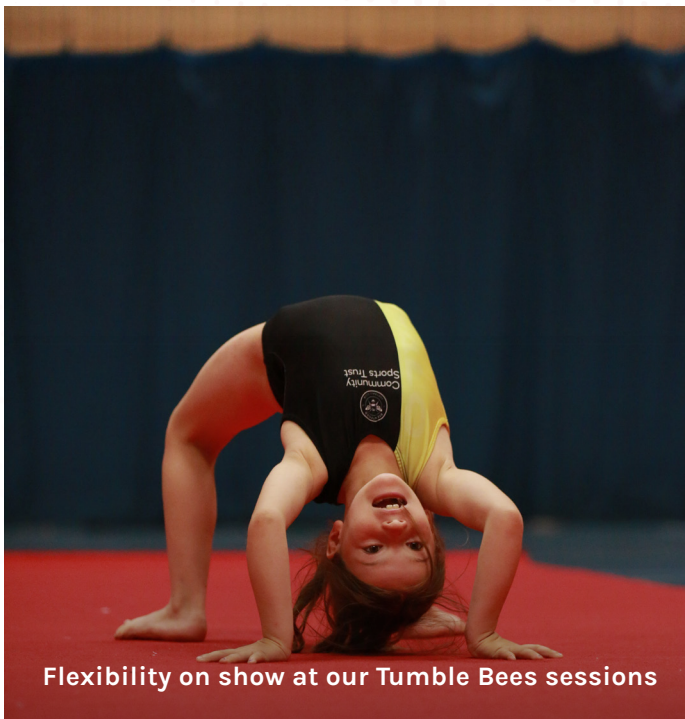
Football Development and Sports Participation

Over 1,300 children now attend the Trust's football development programmes every week, setting a new high for participant engagement. This has been supported by the expansion of the football development programme into Berkshire in September 2023.

Whilst the growth is fantastic, there is still a lack of facility options which is preventing us from meeting the local demand. Year on year there are increasing waiting lists to access our football development programmes. With demand so high, we will introduce new initiatives such as the upcoming South East Asian Football Festival in July to ensure we are able to provide alternative pathways and opportunities for the community to access our football provision.

along with a growing relationship with Orley Farm School will both help this expansion.

Both our Boys Performance Centre and Girls Emerging Talent Centre are attending overseas tours at the end of the 2023/24 football season, and we look forward to continuing to offer these trips in future years. The 2024 Gunnersbury Cup takes place in July. With 229 teams signed up it will be the biggest grassroots tournament the Trust has ever held.



Flexibility on show at our Tumble Bees sessions

This year we have developed a new partnership with Ashford Town FC and the Football Foundation. The Trust is now a key partner of the new site which will provide us with long term access to the 3G pitch which will be utilised for boys and girls football, along with Premier League Kicks sessions and the Post-16 Programme.

Looking ahead we are planning to continue the expansion of the football development programme into Surrey. The partnership with Ashford Town FC,



A participant at Gunnersbury Park

Trustees Report

Review of Activities

Schools

The Schools Department expansion into Berkshire and Surrey has continued developing over the last 12 months. The new Area Coordinators have settled very well and are driving the growth in these areas and demand for provision is high, with 100 boys and 30 girls now attending the Trust's Berkshire Football Development Centre. At the start of the 2023/24 academic year, we were working with 55 key partner schools and over 9,000 children across all school's delivery, which is testament to all our staff and coaches.

Across the Boroughs that we now operate in there are several key partners and schools which we have a fantastic relationship with. Langley Academy and Slough School Sport Network are key partners for the expansion in Berkshire, whilst we continue to have a strong relationship with schools closer to Brentford such as Chase Bridge, Crane Park and Broomfield. The American International School in England has grown again since September, and we have two summer tours planned in the summer term to Paris and Barcelona.

"The Brentford morning football provision has changed my son's outlook on school and life so much. He comes home excited to tell me about his morning matches, instead of



Pupils at Oldfield Primary School get moving



Premier League Primary Stars participant Freya

playing computer games during his free time he now goes out in the garden to practice his skills. He's also meeting with friends to play football afterschool too.

"Since he started attending morning football with Brentford he hasn't been getting into trouble at school. It's a wonderful provision and his comments about the coaches are always so positive. Thank you to the team who said yes and to Brentford for running such awesome provision."

Trustees Report

Youth and Community

In June 2023, the Trust partnered with Indeed to hold a Job Fair at the Gtech Community Stadium, welcoming over 600 young people to offer careers advice CV workshops and job opportunities. Following the Job Fair the Youth and Community departments work was recognised at the Young Ealing Foundation Awards (YEF Awards) as the Trust received the Employability Project of the Year award. The awards, which are in their second year, celebrate and recognise young people and the providers who help them across Ealing and its seven towns.

The department has worked hard to develop the Youth Voice Ambassadors - building a representative group of young people from across departments to bring ideas, areas to develop and support improving the Trust's services. The participants developed a logo, renamed the group, designed T Shirts and have already represented the Trust at speaking engagements and events.

The National Citizen Service (NCS) team engaged with 367 participants across the last 12 months, and following a new NCS Coordinator joining in May 2024, we look forward to a new year of NCS delivery. The Worley partnership continues to evolve and over the last year we worked with 419 participants delivering STEM Mentoring, workshops to both Primary School and Secondary School students and a series of events to widen participation.

With funding confirmed from the Premier League Fans Fund we are working on the 'Connecting Communities' project. This aims to engage directly with South Asian communities through focus groups, surveys and community events to understand cultural needs, potential barriers to participation in football, and to inform the design of future programmes that meet the specific needs and interests of the community.



A Community Engagement tournament held at Brentford Towers' Cruyff Court

Trustees Report

Health and Wellbeing

The appointment of a Project Coordinator in June 2023 followed by a Project Officer a few months later has supported the increase in delivery across the Health and Wellbeing department over the last year.

In November 2023 the second cohort of Comedy for Thought participants completed the course with a showcase event at the Community Stadium Hub (CSH) compered by Patrick Monahan. In the same month the Trust launched 'Active Minds', a physically active health education programme targeted at improving emotional literacy amongst children of primary school age.

To complement the delivery of Active Minds a series of six videos featuring Brentford players Mark Flekken and Kristoffer Ajer was filmed to spotlight emotional resilience, empathy and support networks. Since launching in January 2024, the Trust has already delivered the Active Minds programme to 270 Year 3 and 4 pupils and hosted three celebration events at the CSH, including stadium tours and a guest appearance from Marcus Gayle.

As a continuation of the Heart of West London (HoW) partnership the Trust hosted a Cardiac Risk in the Young (CRY) screening event at the Hub in March 2024, which saw over 200 young people receive a free heart screening. In addition to this 10 Trust staff completed Resuscitation Council UK's Basic Life Support course to enable them to equip thousands of participants across west London with life-saving CPR skills.

Of the Health department's more established programmes, the chair-based activity class now averages 16 participants per session. When the group recently completed surveys, they provided the following feedback:

- 85% of participants feel attending the sessions has supported them to improve their confidence and self-esteem.
- 92% feel attending the session has supported them to improve their mental wellbeing.
- 85% of participants feel that attending has supported them to improve their sense of belonging and community cohesion.

Establishing the Health department across the Trust and developing awareness for potential collaboration with other programmes has taken a while to embed.

One year funding grants have also made it difficult to plan for delivery and staffing year-on-year. The addition of an Insight and Impact Manager has now started to help with data collection and reporting across a growing number of projects that are funded by different organisations.

The Trust hosted a screening of 'Nexus: The Power of Connection' and panel discussion in March 2024 to mark Eating Disorder Awareness Week and looking ahead we will be launching our eating disorder project in collaboration with The NHS North London Adult Eating Disorder Provider Collaborative (NLAED). Plans are in place to also expand Active Minds delivery and to further embed HoW CPR workshops within all aspects of Trust delivery.



The Active Minds programme was delivered to over 300 children in 2024

Trustees Report

Specialist Support / Intervention

The Specialist Support department grew in July 2023 with the addition of a new Disability Manager focused on Strategy and Participation. The new managerial position also coincided with the launch of the All-Ability Bees programme in August 2023, which was funded by Premier League Professional Footballers Association (PFA). This has helped to drive the Trust's engagement, and we worked with 701 unique participants across all Disability programmes for the reporting period.

Our Short Breaks programme provides opportunities for disabled children and young people to spend time away from their primary carers. They aim to provide parents and carers a necessary and valuable break away from their caring responsibilities in order to recharge their batteries. Commencement of the Ealing Short Breaks programme has been delayed to August 2024. Originally due to launch in Easter, several setbacks including the lack of a suitable venue have pushed this programme back.

Due to the specialist skillset of staff working across our Disability and Deaf programmes we have developed a network of partners and organisations to deliver sessions and recruit coaches who have experience in this field.

Highlights for the year include the confirmation of renewal of funding from Three Guineas Trust for another two years, supporting delivery of On the Ball. A new five-year Sport, Social and Employability project also launched in January 2024. Specifically for young people between the ages of 14 and 25 with a

disability, this project has been funded by City Bridge Foundation.

Young carers are children and young people who look after someone in their family who has an illness, a disability, or is affected by mental ill-health or substance misuse. The Trust's Young Carers programme is highly recognised and supported by several partners across key Boroughs. Ealing Council renewed the three-year delivery contract taking us through to 2027 and in April 2023 the Trust successfully secured a three-year contract with John Lyon's Charity worth £50,000 per year. Along with the funding we have seen increased numbers of young people attending sessions particularly during the school holiday periods.

Over the year, 274 young carers have been registered with the Trust, 116 of which (61 from Hounslow and 55 from Ealing) have been active and regularly attending various sessions. Whilst it is fantastic to be supporting this number of young carers, one of the biggest obstacles is transport provision to ensure they can access sessions. To accommodate as many young people as possible at our youth club we have developed strong communication links with the people attending to offer flexible sessions based around their day-to-day responsibilities at home.

Looking ahead there are several work visits planned over the summer including FIS Global in London and Everyone Active more locally. Workshops to provide young carers with first aid support and money management are also in the pipeline.



A fun activity day for Short Breaks participants

Trustees Report

Education, Employability, and Training

In September 2023 the Trust partnered with West London NHS and Advantage Mentoring to deliver a new free one-to-one mentoring programme for local young people. This has helped to further develop our strong partnership with West London NHS Trust. The Trust now takes referrals via NHS clinicians of 14-21-year-olds with low to moderate mental health and emotional wellbeing needs, helping to tackle NHS waiting times and reduce health inequalities.

The Brighter Futures programme continues to provide a valuable service in the London Borough of Ealing, with 26 young people in care, on the edge of care, or with complex backgrounds successfully receiving one-to-one mentoring support. There are future plans to scale up for other local authority departments to access this service in Ealing.

The London Borough of Ealing Youth Justice Service (which is Government funded) successfully completed contracted numbers, strengthening the partnership with local authority colleagues leading to an increased contract for 2024-25. In addition to this, the department successfully provided evidence for a Premier League PFA Changing Directions funding application.



A group from one of our four NCS pathways

Headline Delivery Stats

Premier League Inspires

- 79 young people engaged in programme (aged 12-14yrs) = increase of 55%

Focus30

- 47 young people from seven schools in Hounslow who are on the edge of exclusion attended the programme during the 12-month reporting period.

Brighter Futures

- 700+ structured one-to-one mentoring hours
- 33% of mentees on Brighter Futures programme are now participating in Community Engagement sessions
- 100% of mentees achieving at least one AQA Short Course Award

As the Trust is working closely with an increased number of mentees, we are now handling more complex cases. This brings greater demands on staff and more specialist experience is required to handle the more complex cases.

We are now working closely with the London Borough of Ealing who are looking to integrate our mentoring services into their long-term community plans. This would offer a longer-term contract and further support the growth of our mentoring services. In a similar way, plans are underway to solidify the delivery of the Advantage Mentoring programme to help create longer term partnership provision for young adults locally.



The Community Stadium Hub hosting one of many education workshops

Trustees Report

Fundraising and Partnerships

During the 2023/24 season the largest cohort of RideLondon fundraisers signed up to 'go the distance' for the Trust's new neurodiversity project with Action Attainment. Resulting in 100 cyclists raising circa £60,000 for the event in May to cap the most successful mass participation fundraising event at the Trust.

£30,000 was raised through both the Lucky Hive Lottery and the Kit Sponsors initiatives. These continue to be two key initiatives for the Trust, where it presents us the opportunity to manage relationships and engage with Brentford FC fans whilst raising vital funds for the Trust's priority areas.



Over 100 riders completed RideLondon to fundraise for the Trust and Action-attainment

In the corporate partnerships space, £15,000 was raised via a new corporate partnership with Areli, which focused on supporting our Friday evening Community Engagement provision at Gunnersbury Park. Additionally, a new partnership with Sky has been established where the Trust delivers a staff focused Football skills workshop at the Sky campus.

Looking forward, in June 2024 the Trust is hosting a new fundraising initiative called Play at the Gtech. With free use of the Gtech Community Stadium for a day, the Trust is hosting a fundraising tournament. There are 16 teams taking part, made up of local corporate partners, community groups, charities and individual fundraisers. Play at the Gtech is projected to raise an additional £10,000 and plans are underway to expand the tournament in future years.



The Kit Sponsor initiative gives fans and businesses the chance to sponsor players' home kit, away kit or laces, all while supporting the Trust

Trustees Report

Data and Insight

Strategy Review

In March 2024, the Data and Insight team conducted a comprehensive review of the Trust's 2023/24 strategy. This review involved updating the Trust's Equality, Diversity, and Inclusion objectives, as well as the introduction of new objectives related to Data, Insight, and Impact. Additionally, thematic objectives were established for each Trust Pillar, outlining key outcomes targeted for the 2024/25 period. The review also highlighted the key objectives and outcomes for the core areas of the Trust, providing a detailed overview of its position throughout 2023/24. This included the introduction of new key areas of work such as Equality, Diversity, and Inclusion (EDI), Human Resources (HR), and Data and Insight, while mapping out objectives for the upcoming 12 months to guide future initiatives and developments.

PlayZones Data and Reporting

In collaboration with the Community Engagement team, the Trust distributed a survey to our network of partners and participants across Ealing and Hounslow, reporting on the PlayZones project, which is funded by the Football Foundation. The survey received 1,221 responses, providing valuable insights into the community's needs regarding physical activity, preferred types of activities, community issues, travel time for sports, and activity preferences based on ethnicity, gender, and age. This project has established a comprehensive database that highlights community needs in Hounslow and Ealing, as well as supporting ongoing work with the Football Foundation on the PlayZones initiative.

Premier League Fan's Fund

The Data and Insight team, in partnership with the Senior Manager for Youth and Employability, applied for, designed, and began delivering the Trust's first South Asian community engagement project, titled 'Connecting Communities'. Through direct consultation with South Asian communities in London, the project aims to understand cultural needs and potential barriers to participation and engagement in football. The project involves community surveying over the course of 12 months, focus group discussions with South Asian community groups, and a South Asian Heritage Month event with Brentford FC on August 3. Through 'Connecting Communities' the department aims to establish trust between BFCCST, BFC, and key stakeholders in the South Asian community, increase understanding of South Asian community needs, align with the Premier League's South Asian Action Plan (SAAP), and develop an action plan to overcome barriers to engagement for the South Asian community.

Rocks Lane – Taylor Wessing Partnership

As part of the Trust's longstanding relationship with Taylor Wessing, the law firm presented an opportunity for the Trust to undertake a consultancy project with Rocks Lane Chiswick. The project involved delivering a report on Rocks Lane's compliance with the provisions of London Borough of Hounslow's Equal Opportunities and Human Rights Policies. The report was successfully delivered and received positive feedback from both Taylor Wessing and Rocks Lane. This project has opened further potential unrestricted income on a consultancy basis for the Trust.



Participants from the South Asian Talent ID Festival at Gunnersbury Park

Trustees Report

Data and Insight

Data and Insight Overview

Data quality remains a challenge within the department. The consistency and timing of session uploads onto Views (software the Trust uses to monitor and track participant engagement across all projects) impacts our ability to present an accurate and up-to-date picture of attendance at sessions. This ongoing issue has been communicated to staff, emphasising the need to log session data promptly to ensure that the Trust's quarterly reporting accurately reflects programme performance.

Maintaining consistent delivery of surveys and ensuring a strong completion rate is crucial for the Trust. Currently, Trust programmes carry out participant surveys at different rates depending on funder requirements, such as the Premier League Charitable Fund (PLCF) obligations on participant surveys. However, our goal is to implement a system where feedback surveys are rolled out across all programmes in a consistent, periodic manner, ideally on a quarterly basis. This approach will enable us to benchmark participant feedback year over year, allowing us to assess performance and participant experience more effectively.

Ensuring that the Trust consistently bids for restricted funding while maintaining reporting for existing funded projects is a significant priority. Even without a dedicated staff member working on bids we have still been able to consistently send our restricted funding proposals each month to maximise potential restricted funding opportunities that arise.

Looking ahead we are close to completing an exercise in which we have mapped out all objectives and outcomes for each Trust project into a central database. The aim is to link this with our participant data collection through surveys so that progress towards outcomes is tracked each quarter. This will enable higher quality monitoring and evaluation (M&E) and impact reporting.

With window 6 of the PLPFA Community Fund opening in November 2024, we have issued a call for staff proposals and ideas for the fund. This longer lead-in time will allow proposed projects to adequately plan for necessary match funding and to outline clear objectives and outcomes. The aim is to ensure that projects are both ambitious and innovative, while also being realistic and achievable. Staff proposals

will undergo review in September, with the goal of submitting applications by November.

The data and insight team will be welcoming a Computer Science student from Brunel for a 6-week internship from July to September. The intern will be responsible for collecting data and carrying out analysis on community needs, local issues and priorities in our local London Boroughs of Hounslow, Ealing, Richmond, and Hillingdon. Their research will contribute to our understanding of local community issues and identifying where the Trust is well positioned to respond to these needs.



An Active Minds session being delivered at Crane Park Primary School

Report of the Trustees for the Year Ended 31 March 2024

Financial Review

Income for the financial year was £3.8m (2022 2023 £3.7m) +3.6% Year on Year (YOY). The Trust delivered a slightly higher deficit than budgeted (£0.2m versus £0.1m) for the year as it navigated through some tough challenges, including some significant programme income streams which ended/reduced during 2023 2024 (Mercers and NCS). Additionally, the Trust continued to absorb significant increases in expenditure primarily on Staff Costs (additional headcount and salary increases) and increased Capital spend (£79k additions in 2023 2024).

A number of factors contributed to the overall results for the Trust, as we continued to invest in our heritage programmes in 2023 2024, approving additional expenditure to allow the expansion of our Football Development and Sports Participation programme deeper in existing areas and wider to new areas. This investment contributed to an increased deficit versus Budget in 2023 2024 as the Trust recruited additional Staff to build resources to drive growth and expansion to ensure the Trust's readiness for the expected growth in the later part of 2023 2024 and beyond. Additional Capital spend in our Community Stadium Hub included £20k to partition the space to facilitate more events, increasing availability for more social and commercial events. Despite some funding streams ending in the year, which resulted in a slight decrease in income for our newer programmes, Education, Employability and Training, Health and Wellbeing, Youth and Community and Specialist Support the Trust continued to invest and also increased engagement with new Partners to drive income for future years.

In addition to strengthening its' diversity of income, the Trust also continues to benefit from Brentford Football Club's membership in the Premier League. This has allowed the Trust to continue to invest in its people to ensure our Delivery Teams and Core Functions are set up for future growth and that we continue to deliver to the highest standards, Staff Costs increased by £0.3m +13% (£2.9m vs £2.6m) mainly driven by continued investment in our Delivery Staff and Core Functions such as HR, Insight/Impact and Finance.

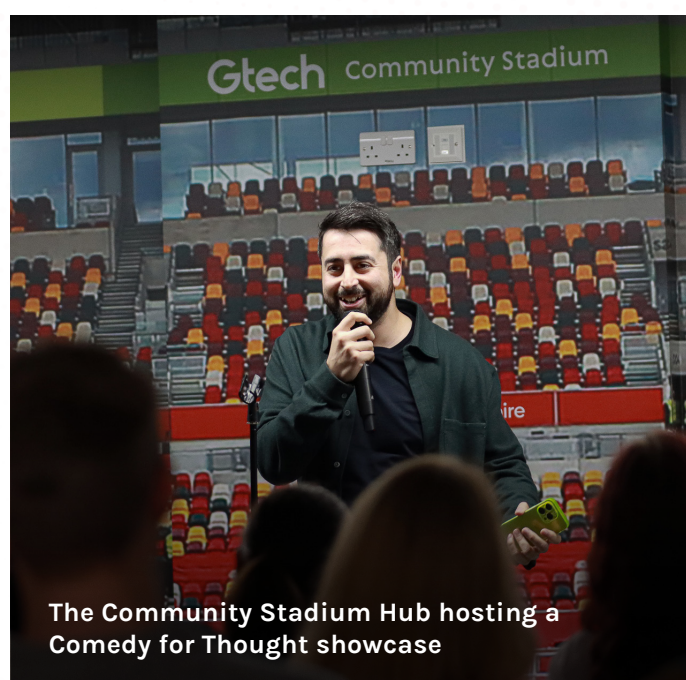
Financial Position

We continue to operate a full cost recovery model re-charging a proportion of fixed and variable costs back

to projects. Whilst the Trust is increasing its reach and scale, the core function continues to require investment. This process started in 2021 2022 and will continue into 2024 2025. Income levels are also continuing to increase, which allows internal recovery rates to remain the same in the short term, with the aim to reduce them over the coming years. Individual project managers remain responsible for their budget, supported by the core.

Staff and Facilities remain our biggest costs, but we recognise that our staff are also our biggest asset. We have scaled in a structured way in order that we can maintain a skilled flexible workforce that has the ability to deliver both existing and new projects/ opportunities.

As at March 2024 the Trust employed 60 full-time and 71 part-time staff (54 full-time and 71 part-time 2022 2023). We continue to invest in our delivery staff offering contracted hours where we can. Key investments in Core Functions during the year included additional HR support, a Senior Manager for Insight and Impact and additional Finance support. We also continue to invest in Training and Development, ensuring that all members of staff get the appropriate onboarding, training, and support they need in their journey with the Trust.



The Community Stadium Hub hosting a Comedy for Thought showcase

Report of the Trustees for the Year Ended 31 March 2024

Reserves Policy

The Trust Reserves policy is to maintain our Reserves at a level which is equivalent to three months' operating expenses. Previously operating expenses included only variable and semi variable costs.

The Trust felt the measure of variable and semi variable costs could be subjective and in order to ensure a clear and consistent measure the Trust reviewed our policy at our Quarterly Board meeting March 2023.

The Trustees agreed to adopt a more prudent approach, namely, to include all Operating Expenses less depreciation in our Operating Costs. We also agreed that our operating costs should be calculated on a "look forward" basis using an average of the next 6 months forward costs forecast. This policy change aligns with our Budget and Reforecast cycles, as the Trust undertakes a half-yearly reforecast for the remainder of the current year and a Budget for the following year based on the half-yearly actuals to September.

The Annual Budget phased by month is approved at the March Board meeting. By including all Operating Costs, we believe this to be sufficient to cover any one-off potential costs that may be incurred if the

Trust needs to reduce its operations given current notice periods of employees and current statutory redundancy pay rights.

With this more prudent approach our current reserves have fallen to 2.0 months cover (see below) i.e., below the 3 months target. The Trust is still committed to increase our Reserves to meet three months target but takes comfort from the wide diversity of funding streams and the strong level of cash balances held. Our reserves cover is reviewed at our quarterly Finance Subgroup and Board meetings.

As the Trust continues to invest for future anticipated growth, we forecast our Operating Costs to be in line with our Income in the short term and our 2024-2025 Budget anticipates a modest surplus overall. This includes plans to invest in our Football Development and Sport Participation as we expand to new areas and also our plan to strengthen and deepen links in our current areas e.g., our continued partnership with the NHS West London Wellbeing & Recovery College located in the Community Stadium Hub which opened at the start of 2023. This has led to a new very exciting 2-year initiative with the North London Eating Disorder Trust which commenced February 2024.

Our reserves position:

Income by Type	Actual 2023-2024 £	Actual 2022-2023 £	% Increase/(Decrease)
Unrestricted Funds	709,628	785,022	-9.6
Restricted/Designated Funds	332,915	422,588	-21.2
Total Funds	1,042,542	1,207,610	-13.7

	£	Average Spend £ (6 months)	Reserves Cover (Months)
Unrestricted Reserves			
Brought Forward Apr 23	785,022	310,689	2.5
Prior Years Adjustment (2021)*	(19,572)	-	-
Movement 2023-2024	(55,822)	47,051	-
Brought Forward Apr 2024	709,628	357,740	2.0

Investment performance

The Trust keeps its reserves as cash on deposit split between financial Institutions in order to minimise the risk of loss through bank failure. Interest rates and balances are monitored to ensure the Trust receives a competitive rate of Interest while keeping reserves liquid and risk-free.

* The Prior Years adjustment relates to Unrestricted and Designated Reserves only, there is no impact on Restricted Reserves. Designated Reserves includes Fixed Assets reserve.

Report of the Trustees for the Year Ended 31 March 2024

Structure, Governance and Management

Governing Document

The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

Recruitment and appointment of new Trustees

Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. New trustees must be approved by the board and are appointed by an ordinary resolution of the company. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one third of the trustees (with longest service) are subject to retirement by rotation.

Organisational Structure

Brentford FC Community Sports Trust is a company limited by guarantee and is registered with the Charity Commission.

A Chief Executive, who is not a trustee, operates Brentford FC Community Sports Trust on a day-to-day basis, with a senior leadership team including an Operations Director and project lead managers within key trust themes.

Reference and Administrative Details

Registered Company Number

05602833 (England and Wales)

Registered Charity Number

1112784

Registered Office

Underwood House
1A Thomas Layton Way
Brentford
TW8 0SB

Trustees

Ian Dobie
Donald Gilbert Kerr
Brian Robert Burgess
John Lawrence Cudmore
Nity Raj
Karl Adrian Reynolds
Anita Ralli
Chris Gammon
Marcella Eileen Phelan

Ian Dobie is the Chariman, Donald Kerr is the Vice Chairman.

Chief Executive

Lee Doyle

Company Secretary

Jacqueline Clair Montague

Auditors

Just Audit & Assurance Ltd
4 South Bar Street
Banbury
Oxfordshire
OX16 9AA

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4B

Bankers

The Cooperative Bank
Ealing Branch
14 New Broadway
Ealing
London
W5 2XL

Report of the Trustees for the Year Ended 31 March 2024

Statement of Trustees Responsibilities

The trustees (who are also the directors of Brentford FC Community Sports 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.

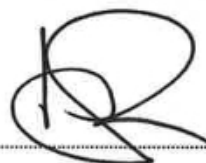
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

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

Approved by order of the board of trustees on 26/9/24
and signed on its behalf by:



Ian Dobie - Trustee

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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 Auditor's 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 the provisions available for small entities, 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 other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

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:

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

- the information given in the trustees' report, which includes the directors' 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 directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate and proper 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.; or
- the charity has not kept sufficient accounting records; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement (set out on page 19), 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 an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations

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we considered in this context were the Companies Act 2006, and the Charities Act together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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 might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We considered the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and expenditure, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, including senior management, sample testing on the posting of entries, including journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

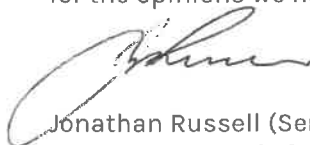
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of

irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 and trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body, and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Russell (Senior Statutory Auditor)
For and on behalf of Just Audit & Assurance Ltd,
Statutory Auditor
4 South Bar Street
Banbury
Oxfordshire
OX16 9AA

Date: 23 October 2024

Statement of Financial Activities for the Year Ended 31 March 2024

The notes form part of these financial statements.

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.24 Total Funds (£)	31.3.23 Total Funds (£)
Income and Endowments from					
Donations and Legacies	2	336,872	45,084	381,956	348,769
Investment Income	3	20,964	-	20,964	2,639
Other Income	5	119,690	-	119,690	66,273
Total		477,526	45,084	522,610	417,681
Charitable Activities					
General	4	339,044	-	339,044	313,339
Football Development and Sports Participation		1,284,394	153,707	1,438,101	1,328,983
Youth and Community		252,375	184,582	436,957	668,811
Health and Wellbeing		-	115,919	115,919	89,879
Specialist Support		-	360,667	360,667	346,153
Education, Employability and Training		441,192	140,158	581,351	498,840
Total - Charitable Activities		2,317,005	955,034	3,272,039	3,246,005
Total Income		2,794,531	1,000,118	3,794,649	3,663,686
Expenditure on					
Charitable Activities					
Fundraising	6	859,346	-	859,346	539,808
Football Development and Sports Participation		1,304,148	169,653	1,473,801	1,317,944
Youth and Community		294,965	218,268	513,234	727,380
Health and Wellbeing		-	142,576	142,576	84,368
Specialist Support		-	380,874	380,874	329,525
Education, Employability and Training		409,989	179,897	589,885	478,662
Total Expenditure		2,868,448	1,091,268	3,959,716	3,477,687
Net Income and Expenditure		(73,916)	(91,150)	(165,067)	185,999
Transfers Between Funds				0	(0)
Net Movement in Funds		(73,916)	(91,150)	(165,067)	185,999
Reconciliation of Funds					
Total Funds Brought Forward before Adjustment		1,064,891	142,718	1,207,609	1,020,988
Prior Year Adjustment		0	0	0	623
Total Funds Brought Forward after Adjustment		1,064,891	142,718	1,207,609	1,021,611
Total Funds Carried Forward		990,975	51,568	1,042,542	1,207,609

The notes form part of these financial statements.

Balance Sheet 31 March 2024

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.24 Total Funds (£)	31.3.23 Total Funds (£)
Fixed Assets					
Tangible Assets	12	276,084	-	276,084	251,588
Total - Fixed Assets		276,084	-	276,084	251,588
Current Assets					
Debtors	13	808,109	380,663	1,188,772	599,694
Cash at Bank		975,842	333,889	1,309,732	1,475,067
Total - Current Assets		1,783,952	714,552	2,498,504	2,074,761
Creditors	14	(1,069,061)	(662,984)	(1,732,045)	(1,118,741)
Net Current Assets		714,890	51,568	766,458	956,020
Total Assets Less Current Liabilities		990,974	51,568	1,042,542	1,207,609
Net Assets		990,974	51,568	1,042,542	1,207,609
Funds					
Unrestricted Funds	16			990,975	1,064,891
Restricted Funds				51,568	142,718
Total Funds				1,042,542	1,207,609

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on:

Signed on behalf of the Board of Trustees:



Chris Gammon - Trustee

Date: 15th Oct 2024

The notes form part of these financial statements.

Cash Flow Statement for the Year Ended 31 March 2024

	Notes	31.3.24 (£)	31.3.23 (£)
Cash Flow from Operating Activities			
Cash Generated from Operating Activities	1	(107,647)	459,817
Net Cash Provided by Operating Activities		(107,647)	459,817
Cash Flow from Investing Activities			
Purchase of Tangible Fixed Assets		(78,654)	(230,388)
Sale of Tangible Fixed Assets		0	5,063
Interest Received		20,964	2,639
Net Cash Used in Investing Activities		(57,690)	(222,686)
Change in cash and cash equivalents in the reporting period		165,335	237,131
Cash and cash equivalents at the beginning of the reporting period		1,475,067	1,237,936
Cash and cash equivalents at the end of the reporting period		1,309,731	1,475,067

The notes form part of these financial statements.

Notes to the Cash Flow Statement for the Year Ended 31 March 2024

1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	31.3.24 (£)	31.3.23 (£)
Net Income for the reporting period (As per the Statement of Financial Activities)	(165,067)	185,999
Adjustments for:		
Depreciation Charges	53,833	36,476
Loss/(Profit) on Disposal of Fixed Assets	325	(3,218)
Interest Received	(20,964)	(2,639)
Increase in Debtors	(589,078)	(83,422)
Increase in Creditors	613,304	326,621
Net Cash Provided by Operations	(107,647)	459,817

2. Analysis of Changes in Net Funds

	At 1.4.23 (£)	Cash flow (£)	At 31.3.24 (£)
Net Cash			
Cash at Bank	1,475,067	(165,335)	1,309,731
Total	1,475,067	(165,335)	1,309,731

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2024

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.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income from donations and grants is accounted for when received, with grant income being deferred when received in advance or accrued for when payment is received in arrears. Income from charitable activities is accounted for when earned on an accruals 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.

Charitable Activities

Resources expended on charitable resources are those applied to activities undertaken to meet the charity's objectives.

Allocation and Apportionment of Costs

Where reliable information is readily available, expenditure is allocated directly to the relevant cost centre or appropriately apportioned to more than one cost centre. Other costs may be apportioned on a reasonable and justifiable basis in accordance with the nature of the expenditure.

Tangible Fixed Assets

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

Sports Equipment	- 25% on cost
Motor Vehicles	- 25% on reducing balance
Fixtures and Fittings	- 10% on cost
IT Equipment	- 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

The charity is not registered for VAT so irrecoverable VAT is accounted for with the expenditure to which it relates.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2024

1. Accounting Policies - continued

Pension Costs

The charitable company operates a defined contribution pension scheme and auto-enrolment. Contributions payable to both schemes are charged to the Statement of Financial Activities in the period to which they relate.

Funds Structure

Reserves are transferred between restricted funds with the agreement of the funder when funds received for one project can be reallocated to another project.

Reserves are allocated to designated funds from unrestricted reserves at the discretion of the trustees. The fixed assets reserve represents the net book value of tangible fixed assets.

Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

Financial Instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments, which are initially recognised at transaction value and subsequently measured at their settlement value.

2. Donations and legacies

	31.3.24 (£)	31.3.23 (£)
Total Donations and Legacies	381,956	348,769

3. Investment Income

	31.3.24 (£)	31.3.23 (£)
Interest Received	20,964	2,639

4. Income from Charitable Activities

Charitable Activities	31.3.24 (£)	31.3.23 (£)
General	339,040	313,339
Football Development and Sports Participation	1,438,101	1,328,983
Youth and Community	436,957	668,811
Health and Wellbeing	1115,919	89,879
Specialist Support	360,667	346,153
Education, Employability and Training	581,351	498,840
Total - Income from Charitable Activities	3,272,039	3,246,005

5. Other Income

	31.3.24 (£)	31.3.23 (£)
Other Operating Income	95,823	43,841
Gain/(Loss) on Sale of Fixed Assets	(325)	3,218
Other	24,192	19,214
Total	119,690	66,273

Notes to the Financial Statements for the Year Ended 31 March 2024

6. Charitable Activities Costs

	Direct Costs (£)	Support Costs (see note 7) (£)	Totals (£)
Fundraising	(453,375)	1,312,721	859,346
Football Development and Sports Participation	1,473,801	-	1,473,801
Youth and Community	513,234	-	513,234
Health and Wellbeing	142,576	-	142,576
Specialist Support	380,874	-	380,874
Education, Employability and Training	589,885	-	589,885
Total Donations and Legacies	2,646,995	1,312,721	3,959,716

7. Support Costs

	Management (£)	Finance (£)	Governance Costs (£)	Totals (£)
Fundraising	1,298,334	2,927	11,460	1,312,721

8. Net Income/(Expenditure)

Net Income/(Expenditure) is stated after charging/(crediting):

	31.3.24 (£)	31.3.23 (£)
Audit Fees	11,460	9,000
Depreciation - Owned Assets	53,833	36,475
(Surplus)/Deficit on Sale of Fixed Assets	325	(3,218)
Total	65,618	42,257

Notes to the Financial Statements for the Year Ended 31 March 2024

9. Trustees' Remuneration and Benefits

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

Trustees' Expenses

There were no trustees' expenses for the Year Ended 31 March 2024 or the year ended 31 March 2023.

10. Staff Costs

	31.3.24 (£)	31.3.23 (£)
Wages and Salaries	2,586,210	2,323,115
Social Security Costs	213,289	193,134
Other Pension & Healthcare Costs	76,936	65,229
Total Staff Costs	2,876,436	2,581,478

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

	31.3.24	31.3.23
Permanent Staff	60	54
Casual Coaches	71	71
Total	131	125

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

	31.3.24	31.3.23
£71,001 - £90,000	1	1
£110,001 - £120,000		1
£120,001 - £130,000	1	
Total	2	2

Key management are the Trustees, the CEO and the Senior Leadership Team. Their total remuneration for the year was £540,729 (2023: £458,136).

Pension Commitments

The charity operates a defined contribution Pension Scheme and auto-enrolment. The cost of the scheme to the charity for the year was £55,752 (2023: £46,213).

Notes to the Financial Statements for the Year Ended 31 March 2024

11. Comparatives for the Statement of Financial Activities 2022 2023

	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)
Income and Endowments from			
Donations and legacies	331,919	16,850	348,769
Investment income	2,639	-	2,639
Other Income	66,273	-	66,273
Total	400,831	16,850	417,681
Charitable Activities			
General	313,339	-	313,339
Football Development and Sports Participation	1,207,662	121,321	1,328,983
Youth and Community	465,600	203,211	668,811
Health and Wellbeing	-	89,879	89,879
Specialist Support	-	346,153	346,153
Education, Employability and Training	323,791	175,049	498,840
Total - Charitable Activities	2,310,392	935,613	3,246,005
Total Income	2,711,223	952,463	3,663,686
Expenditure on Charitable Activities			
Fundraising	539,808	-	539,808
Football Development and Sports Participation	1,201,026	116,918	1,317,944
Youth and Community	496,957	230,423	727,380
Health and Wellbeing	-	84,368	84,368
Specialist Support	-	329,525	329,525
Education, Employability and Training	319,390	159,272	478,662
Total Expenditure	2,557,181	920,506	3,477,687
Net Income and Expenditure	154,042	31,957	185,999
Transfers Between Funds	22,519	(22,519)	-
Net Movement in Funds	176,561	9,438	185,999
Reconciliation of funds			
Total Funds Brought Forward	888,330	133,280	1,021,610
Total Funds Carried Forward	1,064,891	142,718	1,207,609

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2024

12. Tangible Fixed Assets

	Sports equipment (£)	Motor vehicles (£)	Office equipment (£)	Totals (£)
Cost				
At 1 April 2023	30,092	7,682	336,734	374,508
Additions		-	78,654	78,654
Disposals		(7,682)		(7,682)
At 31 March 2024	30,092	0	415,388	445,480
Depreciation				
At 1 April 2023	27,044	7,357	88,519	122,920
Charge for the Year	1,344	0	52,489	53,833
Eliminated on disposal		(7,357)		(7,357)
At 31 March 2024	28,388	0	141,008	169,396
Net Book Value				
At 31 March 2024	1,704	0	274,380	276,084
At 31 March 2023	3,048	325	248,215	251,588

13. Debtors: Amounts Falling Due Within One Year

	31.3.24 (£)	31.3.23 (£)
Trade Debtors	1,010,740	382,407
Prepayments and Accrued Income	179,914	214,879
Other Debtors	4,576	2,408
Bad Debt Provision	(6,458)	
Total Debtors	1,188,772	599,694

Notes to the Financial Statements for the Year Ended 31 March 2024

14. Creditors: Amounts Falling Due Within One Year

	31.3.24 (£)	31.3.23 (£)
Trade Creditors	388,293	82,049
Social Security and Other Taxes	66,063	45,584
Other Creditors		8,690
Accruals and Deferred Income	1,277,690	982,418
Total Creditors	1,732,045	1,118,741

Deferred Income

Deferred income is recognised for income received in advance over the correct period of project funding, agreed by the funders.

	31.3.24 (£)	31.3.23 (£)
Opening Balance	646,636	569,150
Provided for the Year	1,023,124	646,636
Moved to Profit and Loss	(646,636)	(569,150)
Balance at Year End	1,023,124	646,636

15. Leasing Agreements

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.24 (£)	31.3.23 (£)
Within One Year	25,167	39,400
Between One and Five Years	32,500	82,067
Total	57,667	121,467

Notes to the Financial Statements for the Year Ended 31 March 2024

16. Movement in Funds

	At 1.4.23 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.24 (£)
Unrestricted Funds				
General	815,476	(58,379)	(24,496)	732,600
Fixed Assets	251,587	0	24,496	276,083
Football Development and Sports Participation	(90,187)	(4,151)	-	(94,338)
Youth and Community	47,853	(42,590)	-	5,263
Education, Employability and Training	40,162	31,204	-	71,366
Total	1,064,891	(73,916)	0	990,975
Restricted Funds				
Football Development and Sports Participation	8,712	(15,945)	-	(7,233)
Youth and Community	40,264	(33,687)	-	6,577
Health and Wellbeing	(19,012)	(20,199)	-	(39,211)
Specialist Support	48,007	(11,581)	-	36,426
Education, Employability and Training	64,747	(9,738)	-	55,009
Total	142,718	(91,150)	0	51,568
Total Funds	1,207,609	(165,067)	0	1,042,542

Notes to the Financial Statements for the Year Ended 31 March 2024

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	800,966	859,346	(58,379)
Football Development and Sports Participation	1,299,998	1,304,148	(4,151)
Youth and Community	252,375	294,965	(42,590)
Health and Wellbeing	0	0	0
Specialist Support	0	0	0
Education, Employability and Training	441,192	409,989	31,204
Total	2,794,531	2,868,448	(73,916)
Restricted Funds			
Football Development and Sports Participation	153,707	169,653	(15,945)
Youth and Community	184,582	218,268	(33,687)
Health and Wellbeing	122,377	142,576	(20,199)
Specialist Support	369,293	380,874	(11,581)
Education, Employability and Training	170,158	179,897	(9,738)
Total	1,000,118	1,091,268	(91,150)
Total Funds	3,794,649	3,959,716	(165,067)

	At 1.4.22 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.23 (£)
Unrestricted funds				
General	847,465	160,078	(192,067)	815,476
Fixed Assets	59,520	-	192,067	251,587
Football Development and Sports Participation	(111,108)	20,921	-	(90,187)
Youth and Community	56,692	(31,359)	22,519	47,852
Education, Employability and Training	35,760	4,402	-	40,162
Total	888,330	154,042	22,519	1,064,891

Notes to the Financial Statements for the Year Ended 31 March 2024

16. Movement in Funds - continued

	At 1.4.22 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.23 (£)
Restricted funds				
Football Development and Sports Participation	4,310	4,402	-	8,712
Youth and Community	89,996	(27,212)	(22,519)	40,264
Health and Wellbeing	(24,622)	5,610	-	(19,012)
Specialist Support	31,379	16,628	-	48,007
Education, Employability and Training	32,218	32,529	-	64,747
Total	133,281	31,957	(22,519)	142,718
Total Funds	1,021,610	185,999	(0)	1,207,609

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

	Incoming Resources (£)	Resources Expended (£)	Movement in Funds (£)
Unrestricted funds			
General	699,888	(539,810)	160,078
Football Development and Sports Participation	1,221,943	(1,201,022)	20,921
Youth and Community	465,600	(496,959)	(31,359)
Health and Wellbeing			0
Specialist Support			0
Education, Employability and Training	323,792	(319,390)	4,402
Total	2,711,223	(2,557,181)	154,042
Restricted Funds			
Football Development and Sports Participation	121,320	(116,918)	4,402
Youth and Community	203,211	(230,423)	(27,212)
Health and Wellbeing	89,978	(84,368)	5,610
Specialist Support	346,153	(329,525)	16,628
Education, Employability and Training	191,801	(159,272)	32,529
Total	952,463	(920,506)	31,957
Total Funds	3,663,686	(3,477,687)	185,999

Transfers between Funds

A transfer from general funds to the fixed assets fund is made in respect of capital additions and disposals during the year.

Notes to the Financial Statements for the Year Ended 31 March 2024

17. Related party disclosures

Donations received during the period included:

- £172,873 (2023 - £158,749) from Brentford Football Club Ltd.

Other income received during the period included:

- £753 (2023: £41,733) from Brentford Football Club Ltd.

Expenditure for the period included:

- £196,014 (2023: £34,619) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £242,319 (2023: £2,877) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £194,351 (2023: £Nil) owed to Brentford Football Club Ltd.

During the year Brentford Football Club bought staff uniform to the value of £39,904 and donated it to the charity.

18. Ultimate Controlling Party

The charity is controlled by the Board of Trustees, who are the directors of the company.

19. Post Balance Sheet Event

On 9th July 2024, Brentford FC Community Sports Trust established a trading subsidiary, BFCCST Trading Limited, to engage in commercial activities that support the charity's mission. This event is classified as a non-adjusting event as it occurred after the reporting period and does not provide evidence of conditions that existed at the end of the reporting period. Consequently, no adjustments have been made to the financial statements regarding this event.

This page does not form part of the statutory financial statements.

Statement of Financial Activities for the Year Ended 31 March 2024

	31.3.24	31.3.23
	(£)	(£)
Income and Endowments from		
Donations and Legacies	381,956	348,769
Investment Income	20,964	2,639
Gain/(Loss) on Sale of Fixed Assets	(325)	3,218
Other Income	120,015	63,055
Total	522,610	417,681
Charitable Activities	3,272,039	3,246,005
Total Incoming Resources	3,794,649	3,663,686

Expenditure

Charitable Activities

Wages	1,792,364	1,695,806
Social Security	137,310	127,665
Pensions and Healthcare	35,373	32,686
Premises Costs	2,476	2,842
Recruitment and Training	34,471	27,183
Trophies	3,523	2,932
Resources and Equipment	100,388	113,507
Facilities Hire	334,860	281,482
Equipment Hire	220	1,430
Sundry	23,701	10,447
Motor Expenses	36,539	37,053
Travelling Expenses	51,427	27,616
Marketing	73,635	35,293
Clothing	4,926	8,687
Entertainment	6,279	5,953
Online Sales Fees	9,502	18,389
Total Charitable Activities	2,646,995	2,428,971

This page does not form part of the statutory financial statements.

Statement of Financial Activities for the Year Ended 31 March 2024

Support costs	31.3.24 (£)	31.3.23 (£)
Management		
Wages	793,846	627,309
Social Security	75,979	65,469
Pensions and Healthcare	41,563	32,542
Premises Costs	139,154	110,458
Insurance	10,738	5,276
Telephone, Computer & Internet	95,331	58,425
Postage and Stationery	8,938	7,038
Sundries	13,437	9,925
Meetings	7,563	6,306
Subscriptions	8,713	7,757
Professional Fees	42,781	69,453
Depreciation	53,833	36,476
Bad Debt Allowance	6,458	
Total Management Costs	1,298,334	1,036,434
Finance		
Bank Charges	2,927	762
Governance costs		
Auditors' Remuneration	11,460	9,000
Accountancy Fees	0	2,520
Total	11,460	11,520
Total Resources Expended	3,959,716	3,477,687
Net Income / (Expenditure)	(165,067)	185,999

BRENTFORD FC COMMUNITY SPORTS TRUST

England & Wales - Charity number 1112784

Accounts



Community Sports Trust

TRUSTEES REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

for Brentford FC Community Sports Trust

Registered Company Number: 05602833 (England and Wales). Registered Charity Number: 112784
Registered Address: Underwood House, 1A Thomas Layton Way, Brentford, TW8 0SB

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Brentford FC Community Sports Trust

Brentford FC Community Sports Trust is an independent charity which operates in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of sport and education to inspire people, raise the aspirations of our local community, develop community facilities, and to give local people the confidence and skills to reach their full potential.

Working together with our partner organisations, we are committed to making a positive impact on people's lives and creating significant benefits to the communities we serve. Sustainability is central to everything we do, and our projects are designed with longevity in mind - both in terms of being able to maintain long-term delivery and ensuring the impact we have on individuals makes a lasting difference to their lives.

We aim to deliver meaningful impacts addressing local need, building partnerships with like-minded organisations. Our delivery is designed to break down barriers, inspiring the people we work with, helping them to realise their potential as well as developing self-confidence and pride in the communities in which they live.

Our vision is:

To use sport to engage, inspire and empower people in west London to achieve their life goals.

Underpinning those three objectives are our charity values, which are to:

- Include
- Innovate
- Inspire

Summarising our approach is our mission statement:

To create exciting, progressive and socially inclusive multi-sports participation, coach education and facility development programmes, enabling participants, coaches and volunteers to realise their potential.



Zanka meets participants at Mount Carmel Primary School for the 2023 Book Drop Campaign

Message from the Chief Executive

A second and successful season in the Premier League for Brentford FC with a top 10 finish has further enabled the Trust to continue to increase its capacity and reach. Trust staff have increased by 21% from 103 to 125 in the last financial year and our core programmes are all growing.

Prior to being promoted to the Premier League the Trust had already built a strong infrastructure for further development with a long-term plan that included moving to new hubs in Gunnersbury Park and the Gtech Community Stadium. We will also continue to play our part improving local facilities, demonstrated by the partnership with Hounslow Housing and Johan Cruyff Foundation which resulted in a new all-weather pitch at Brentford Towers, the closest housing estate to the Gtech. The pitch was featured in the BBC Match of the Day Feature on the Trust at the end of the 2022 season.



SCAN
TO
WATCH



Participants from our Comedy for Thought programme showcase their stand-up comedy



The Trust and Worley host a STEAM workshop in the Community Stadium Hub

Increased Premier League investment and partnership fundraising opportunities has resulted in the ability to strengthen the core services supporting projects. In line with the community ethos of the Club we are developing 'Purposeful Partnerships' such as Worley which sees Trust and Worley employees take Science, Technology, Engineering, the Arts and Mathematics into local secondary schools.

Our health programmes are developing in new and diverse ways. We have an innovative partnership with west London NHS Mental Health Recovery College being based at our stadium hub. We have also increased our staff that specialise in working with people with physical disabilities recognising that there is much to do in this area to create a level playing field of opportunities.

Message from the Chief Executive

Whilst taking on more complex challenges we have recognised that staff require support and training and consequently we have embedded new dedicated safeguarding staff and a lead on recruiting, training and retaining new coaches. Human Resources plus complementary IT systems have also been invested in as we aim to recruit new staff to the team in a very competitive environment. With the demands of a highly skilled professional workforce we are continually aiming to improve the working environment and provide appropriate benefits and training. Whilst the Club and trust are separate

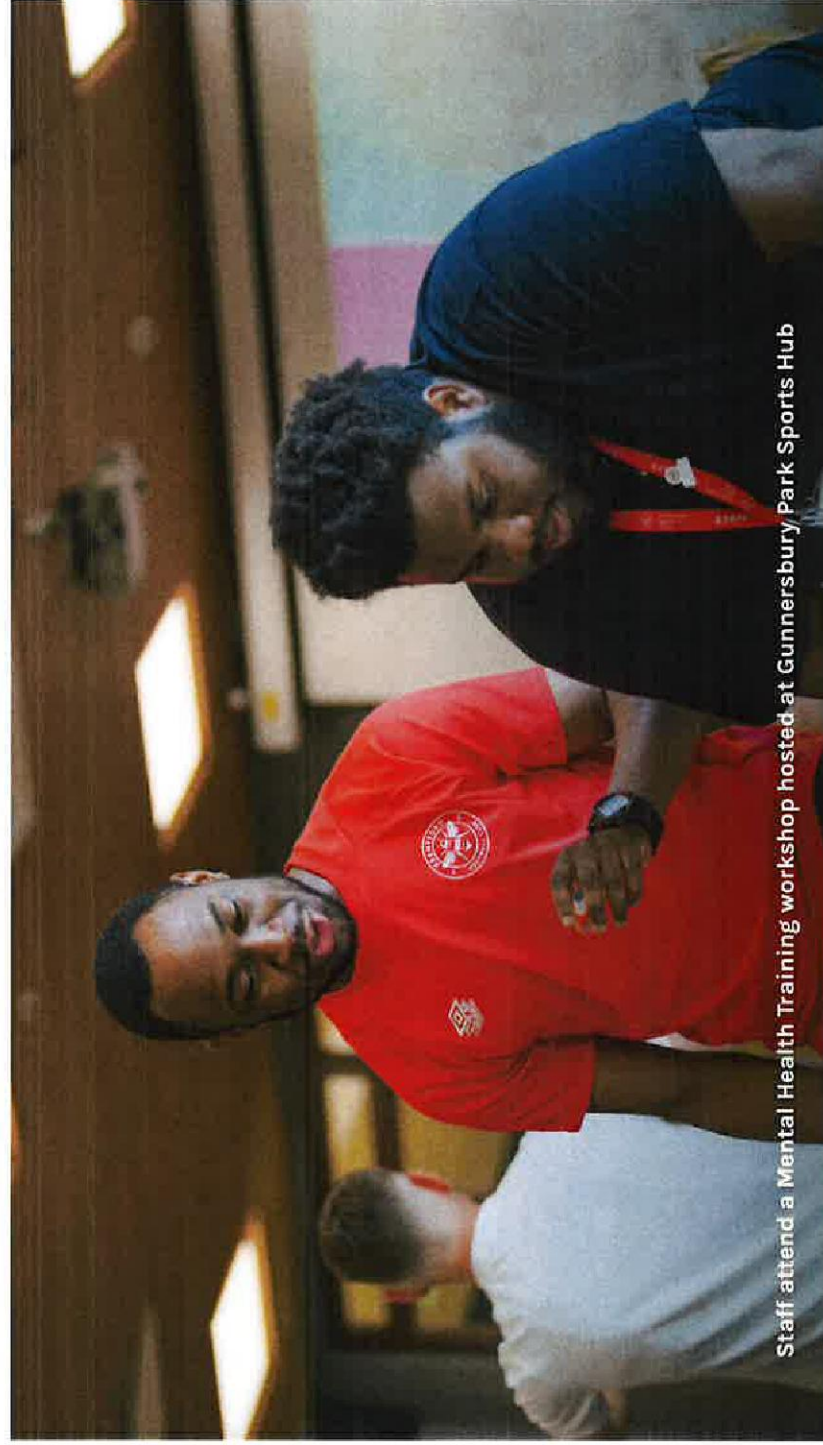


Lee Doyle

CEO
Brentford FC Community Sports Trust

organisations, we come together to celebrate diversity with events such as a staff focus on Black History Month.

The Club values are Togetherness, Respectful and Progressive, The Trust's are Innovate, Inspire and Include. There is a correlation between the two organisations that passionately promote a grounded, people first approach. We are building momentum together with the aim of creating and continually developing high performing teams both on matchday and in our local communities. By doing this we have an increased chance of success in our specialised fields. In the case of the Trust, success is receiving positive feedback and results that our contribution has made a positive difference to an individual or group, place or space.



Staff attend a Mental Health Training workshop hosted at Gunnersbury Park Sports Hub

The Year at a Glance

Participation engagement highlights

20,000+
participants across all programmes

13,000+
total sessions delivered

2,500+
boys and girls at Community Football Development sessions

7,500+
women and girls engaged

1,000+
Hounslow Youth Service participants

2,500+
at Joy of Moving sessions

43hrs
avg. engagement hours per participant

88%
of participants from our four partner boroughs

Marketing and communications performance

3,139,725
social media impressions

286,351
total video views

11,029 46.1% ↑
total social media audience
(Instagram, Twitter, Facebook, Youtube, LinkedIn)

14,632
newsletter subscribers

100,308 21% ↑
social media engagements

35,335 265.6% ↑
social media post link clicks

% Increase on previous year ↑

Trustees Report

The trustees, who are directors for the purposes of company law, hereby present the annual report together with the financial statements of the charitable company for the year ended 31 March 2023.

Achievement and Performance

Brentford FC Community Sports Trust (BFC CST) has been able to offer a wider portfolio of projects and engage with more people than ever before, having capitalised on Premier League status and the utilisation of new purpose-built facilities.

Between April 2022 and March 2023, the Trust supported 13,947 individual participants from the London boroughs of Hounslow, Ealing and Richmond. Of that number, 8,335 participants were under the age of 18.

With the new Sports Hub and offices at Gunnersbury Park already activated, the Trust moved into a new office and education hub adjacent to the Brentford Community Stadium. A soft opening allowed the new facility to act as a central hub for the UEFA Women's EURO, complementing the matches hosted at the Community Stadium.

Later in the year the Trust hosted a celebration event to continue the lasting legacy of England's Euro 2022 success. More than 100 women and girls joined the Trust at Gunnersbury Park Sports Hub to take part in a football celebration day in collaboration with Middlesex FA and supported by Ealing and Hounslow Council.

The new facility offers more space and helps create a campus concept across the Trust and Brentford Football Club (BFC), with a range of activities taking place including activity for the local community plus staff training and events. Regular weekly provision and events included:

- Warm Space in the winter months to support people suffering from loneliness/cost of living crisis
- Chair based exercise for adults with restricted mobility
- Memory sessions linked to and promoting World Alzheimer's Day
- Premier League projects – Inspires, Stars and Kicks
- National Citizen Service – Changemakers
- Secondary School Employability /Career Support days
- Youth Clubs
- Staff Yoga sessions

The move also enabled BFC CST to realise and develop a partnership with the National Health Service. A Wellbeing and Recovery College opened, utilising part of the available office space, with a long-term lease agreed. The training and resource centre develops and delivers education and tools to support wellbeing and the self-management of mental health difficulties.



The opening of the Wellbeing and Recovery College

The Hub event space also hosted Comedy for Thought, a 6-week programme tackling men's mental health through laughter and performance, whilst an initiative to tackle men's suicide 'Football for Thought' was launched at our Gunnersbury Park Sports Hub.

The Hub has also supported a range of partnerships including regular access and usage by Brentford Football Club for internal meetings and events. Club supported projects include examples such as Heart of West London and their work with Cardiac Risk in the Young (CRY) which saw the facility utilised to heart screen 169 young people.

Facility development received further recognition with the BBC's Match of the Day focus in May, highlighting the development of the 'Cruyff Court' at Brentford Towers estate, located between the former Brentford stadium at Griffin Park and the new Gtech Community Stadium. The result of a long-term partnership for facility regeneration, the project was funded by the Johan Cruyff Foundation and Hounslow Council, with the Trust acting as the main site delivery partner.

Trustees Report

Achievement and Performance

The Trust also hosted the 4th edition of its disability football showcase in conjunction with Leicester City in the Community. The event was attended by Supported Learning Students from Richmond and West Thames College plus a group from Leicester's mental wellbeing programme. This was followed by all of the participants attending the Brentford v Leicester Premier League clash later that day.

The Trust made further progress throughout the year in developing and promoting female sport and recreation. As part of the Premier League's 30-year anniversary, the Trust hosted the Girls Premier League Primary Stars tournament featuring teams representing London clubs. We also launched our first Emerging Talent Centre (ETC) for aspiring female footballers in partnership with the Football Association and also introduced our first female post 16 football and education programme, providing an education pathway for female students to participate in training and matches alongside their studies. The Trust also started a women's weekly recreation session, creating an inclusive and relaxed space for participants to play, develop skills and socialise. The variety of projects we offer supported our engagement with 4,226 female participants in 2022, an increase of 3.98% on 2021.

Sustainability was also a focus for the Trust with campaigns launched promoting the environment and Sustainable Development Goals (SDGs). Via a 3-week Planet Football League, staff and the wider community were encouraged to sign up and represent Brentford in taking steps in their daily lives to contribute to creating a more sustainable future. The Trust has also been linked into developing Brentford Football Club's sustainability strategy and will contribute to making the London Borough of Hounslow greener.

The Trust also became official members of the United Nation's Football For The Goals programme. As a member, the Trust is committed to raising the profile of the SDGs through amplification and demonstrating how sustainable practices can be mainstreamed through any business model, including sports.

The Trust's 'Tackling Discrimination Through the Power of Football' initiative was acknowledged at the annual London Football Awards, winning Community Project of the Year. The workshops, which form part of the Premier Leagues Primary Stars programme, aim to educate primary school pupils on a range of issues, whilst also promoting unity against all forms of racism, as well as championing equality, diversity and inclusion. Brentford FC Club Ambassador, Marcus Gayle, and former Brentford FC Women's player, Salma Mahamud, toured local primary schools with the Championship Play Off Final Trophy to deliver the message.



Former Lioness Ellen White visits our Girls Premier League Primary Stars tournament

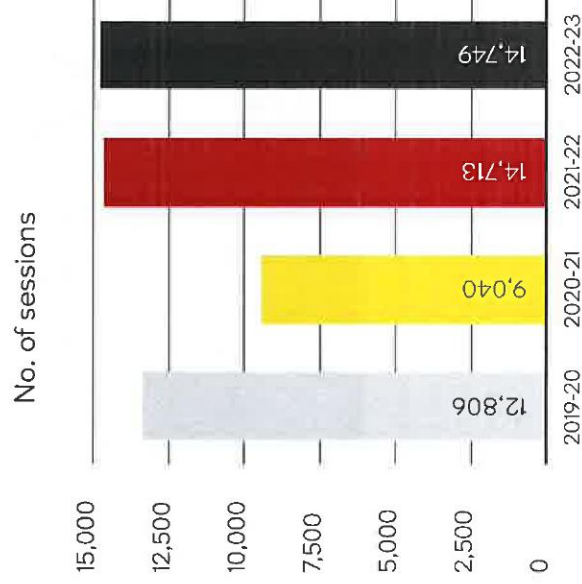
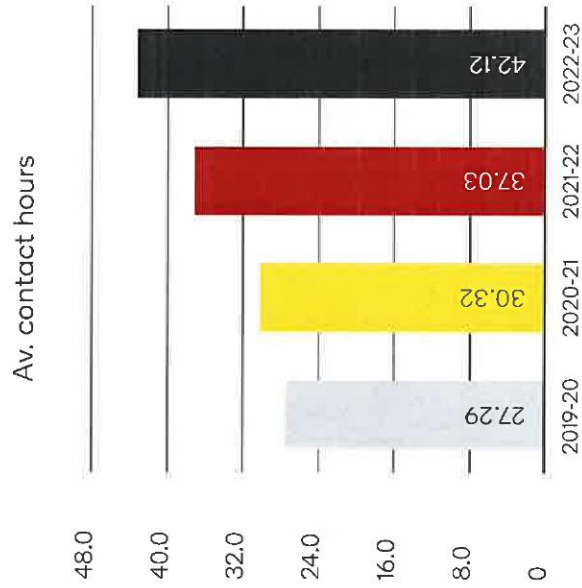
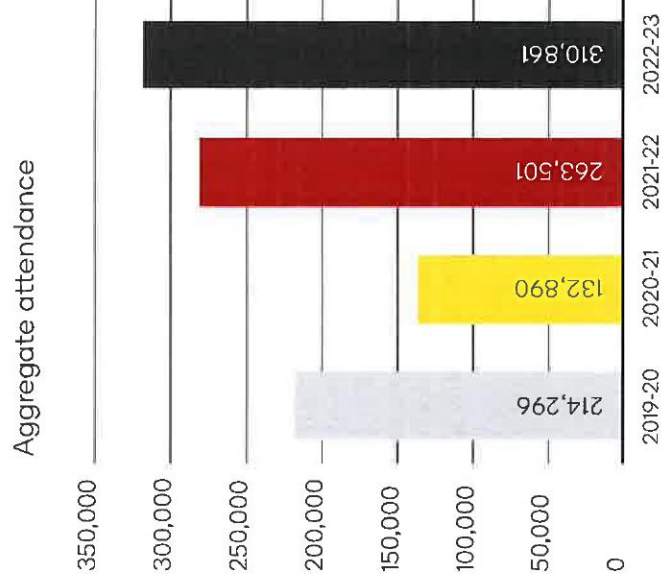
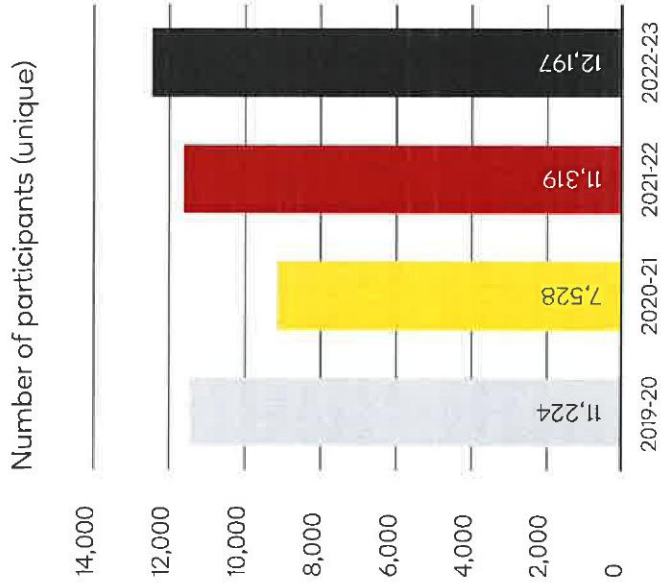
The Trust was also able to invest in central resources to support projects including:

- Safeguarding Manager – tasked with managing and supporting staff with safeguarding concerns and demonstrating the Trusts' commitment to offering a safe environment for all participants and staff.
- Communications Manager – responsible for the promotion of all Trust activities, joint initiatives with Brentford Football club including player engagement via a range of social media platforms and web site.

Trustees Report

Levels of Engagement Comparison

The graphs below shows our engagement levels over the past four financial years.



(Prior Year numbers have been restated so they are consistent with the methodology applied in current year.)

Trustees Report

Review of Activities

Football Development and Sports Participation

The Football Development Centre (FDC) offers young people of all abilities and those with potential an opportunity to receive a high-quality football education programme. Comprising year-round training provision and a regular holiday period competitive match programme, the FDC is attended by over 1000 boys and girls at Gunnersbury Park (Ealing/Hounslow), and Hampton Community College (Richmond).

With female football a high priority, we also launched our first Emerging Talent Centre (ETC) improving our football pathway for girls. Forming a partnership with the Football Association, the ETC's main purpose is to identify and develop future potential players by providing local, accessible high-quality training environments for girls aged 8-16 years old.



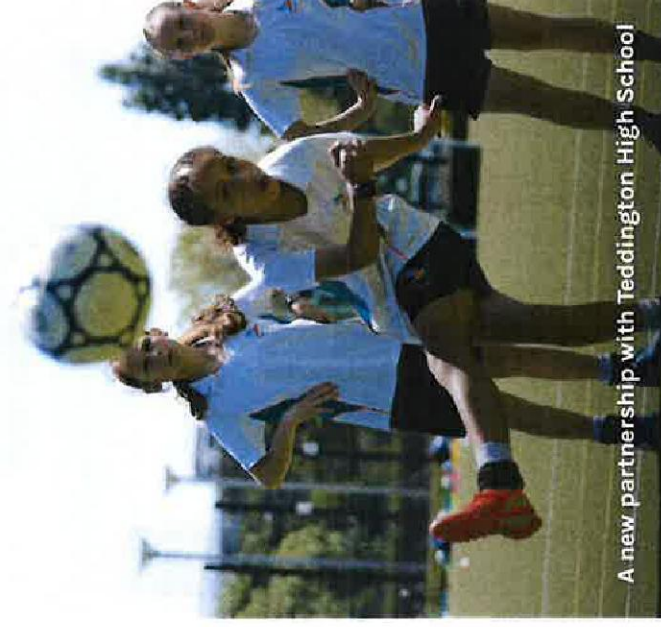
Over 100 teams competed in the second year of our Gunnersbury Cup, a competition that we will host annually to the benefit of the local community. This festival also enables us to talent ID potential players for our football development programme. In 2023 we aim to find a local sponsor and continue to grow the competition.

We have plans to expand the programme at other locations in the near future. Facilities in Spelthorne

and Berkshire have been identified as future football development hubs for our boys and girls programmes. There is currently a large number of participants on a waiting list for the Trust's Community Football Development programmes and one of the main challenges is the lack of facilities.

The demand for the Trust's School Sports provision is at an all-time high and the Trust is continuing to recruit new staff to manage this growth. Funding from the Premier League Charitable fund for the Primary Stars & Inspires programme and the English Football League Trust for the Joy of Moving, continues to support the high number of schools that we engage with throughout the academic year.

Traditionally focussed on our core boroughs of Hounslow, Ealing and Richmond, we are planning to move from a local to regional charity with more engagement to the west. Current programmes and new investment will contribute to supporting our strategic plan for this area of work, with the department proposing to create new Area Leads. It is an exciting phase for the Trust as we expand our reach and engagement within the schools community in areas such as Spelthorne, Hillingdon, Berkshire and Surrey.



Trustees Report

Youth and Community

The Communities Engagement team has worked with more than 2,500 participants over the last 12 months, with a further 700 individuals who have been engaged in outreach and detached youth work. On average each participant has engaged for over 28 hours across 1,600 sessions delivered. Three former participants have become staff members within the Communities Engagement team, which highlights the opportunities created for participants. A range of projects including Premier League Kicks, Hounslow Street Sports and Hounslow Youth Service, support this level of engagement and pathways throughout the year. Also, the Twinning Project, supporting post release employment opportunities for female offenders at Bronzefield Prison (Spelthorne) and Feltham Young Offenders (Hounslow) is a growing scheme with the Trust working with 36 individuals this year.

Premier League Kicks Targeted and The Mayor's Office for Policing and Crime (MOPAC) funding ended in January and March 2023 respectively. In addition, funding for the Holidays Activities and Food (HAF) programme has been reduced. With increasing food costs and the ongoing cost of living crisis this has put greater demands on the department. However, support through initiatives such as the Christmas dinner delivery has enabled the Trust to respond to the needs of the local community.

The Trust continues to lead on the delivery of the Football Foundation PlayZones across Ealing and Hounslow. PlayZones are safe, inclusive and accessible outdoor facilities that bring communities together through recreational forms of football and a range of other sports and will offer additional sites for the Community Engagement team to operate from.

The National Citizen Service (NCS) team delivers three distinct programmes; the core programme with Summer and Autumn Residentials and then complementary offerings of Skills Boosters and Changemakers. The Trust's NCS project continued to grow; we worked with 483 young people, completing over 13,000 Social Action hours in 2022.

Over the last 12 months the Trust recruited and trained 37 seasonal staff members to support 33 teams with up to 16 young people in each team. Through the NCS project the Trust now works with over 30 local schools and educational organisations to engage with young people. This network gave the opportunity for the NCS team to deliver more than 40 assemblies in person and online, as well as running stands and tutorial sessions for a total of 57 events.

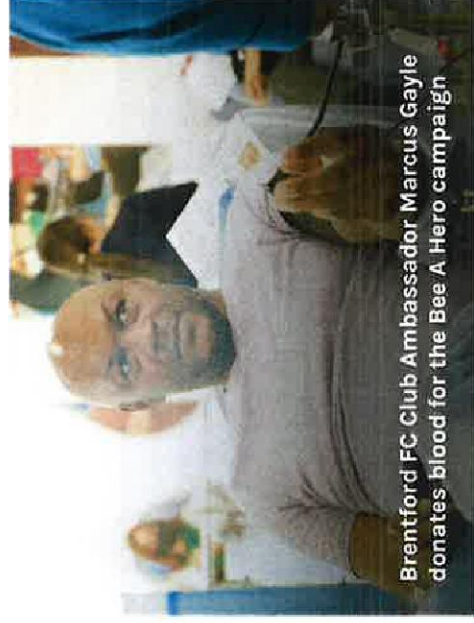


Brentford FC Women's team players get involved with the Twinning Project

Trustees Report

Health and Wellbeing

The return of face-to-face Chair-Based Exercise sessions at the Community Stadium Hub saw attendance figures grow from three participants to an average of 14 a week. Several new initiatives were introduced including Warm Space offerings and Move to the Beat sessions during the winter. The Bee A Hero blood donation campaign launched in February 2023, and a new Comedy for Thought programme which concluded with a showcase event attended by approximately 50 people including 10 acts and compered by comedian Patrick Monahan.



Brentford FC Club Ambassador Marcus Gayle donates blood for the Bee A Hero campaign

With the NHS West London Wellbeing & Recovery College moving into the Community Stadium Hub at the start of 2023 it created more opportunities for collaborative working and initiatives with partner organisations and funders.

In partnership with Brentford FC, the Trust launched the Brentford Welcomes programme. This included the expansion of delivery of physical activity sessions for males and females at St Giles Hotel, and the launch of a fitness class for females at the Community Stadium Hub with accompanying activities for children under the age of five.

The addition of a Health and Wellbeing Project Officer to the department will support increased provision. Plans include a new mental health and emotional resilience curriculum being delivered in primary schools, whilst expanding the Brentford Welcomes provision will include a weekly fitness class for females, a weekly family social session, and a weekly social cafe for migrants, refugees and asylum seekers.



Participants from our Chair-Based Exercise programme

Trustees Report

Specialist Support / Intervention

The Young Carers programme delivered 125 group sessions throughout the year to over 100 young carers across Ealing and Hounslow. CV writing workshops and interview techniques along with visits to Mercer's Head office, Hilton Hotel in Syon Park, Isleworth Crown Court and the Houses of Parliament all provided valuable employability support to participants.

Funding from John Lyons, Sport England and Avast Foundation has enabled the Trust to deliver additional activities and a sports programme for young carers will be introduced next year

Due to responsibilities as carers there are sometimes barriers preventing young people from accessing the support the Trust provides. It is hoped that an additional part time member of staff will enable more focused one to one sessions, and schools based work to ensure increased accessibility.

Programmes supporting children and young people with disabilities continues to grow and confirmation of Premier League, Professional Football Association funding secured in March 2023 has enhanced this area of work. The funding will enable the Trust to appoint a new Disability Manager with the role specifically designed to create more opportunities



Short Breaks Summer Party

around participation in disability competitions, festivals, tournaments, and possible creation of Brentford FC Disability football teams.

A Sport England funded weekly multi-sports programme specifically for adults with Learning Disabilities from the Borough of Ealing started at Gunnersbury Park Sports Hub. A three-year grant from Ealing Council funded a Short Breaks programme in the Borough which will begin in October 2023. Utilising additional funding and the new Disability Manager will help to shape the overall department going forward. The increased resources will enable the Trust to deliver a new Ealing Short Breaks programme and a new Disability and Deaf programme linked to sports, social and employability skills.



Our Young Carers celebrate the end of the year at a Christmas party, with special guests from the Brentford FC Women's B team

Trustees Report

Education, Employability, and Training

The Education team, now primarily based at the Community Stadium Hub, recently completed the largest Brighter Futures numbers to date with 29 young people in care or with complex backgrounds receiving one to one mentoring for a period of four to six months.

Funding from the Ministry of Justice was awarded to deliver the Youth Justice and Sport programme. The scheme focuses on mentoring for young people on secondary tier of need (at risk of exclusion and violent offences), using sport to enhance positive outcomes and prevent criminal justice outcomes.

Over 2,000 Year 6 students completed the Hounslow Citizen Service project and helped to strengthen ties for the department with Hounslow. A further 51 students took part in the Focus30 project with the Hounslow Education Partnership, whilst 35 young adults from unaccompanied asylum seeking backgrounds attended weekly sessions at Brunel University Sports Park.

As the department grows there has been a continual need to recruit qualified staff. During this period there have been delays finding appropriate candidates which has put added workload and pressures on the team to maintain delivery and targeted outcomes. With the Trust expanding, the Education team plans

to strengthen links in new delivery areas such as Hillingdon. Part of this will be the growth of in-school mentoring provision and the new staff members in the Education department will supplement this. During the next year the launch and delivery of a new NHS Advantage Mentoring programme will also be a key focus.

In September 2022 the first female cohort on the Trust's Post 16 Education and Football Programme was established to run alongside the existing offering for boys. A new partnership with Loughborough College was also launched offering a blended degree with seven students enrolling. During the 2022/23 season the male first team represented the Brentford FC Academy forming the Under-18's squad which included competing in the FA Youth Cup.

There are now over 100 students on the BTEC Level 2/3 or A Levels pathway, with 91 male students comprising four squads and 19 female students forming one squad. With so many students now on the Trust's pathway it is becoming an increasing challenge to both achieve attainment milestones and manage football expectations of such a large pool of players. With participation levels on the programme now at an all-time high the focus is to utilise the Trust's Education Hub for an enhanced offering and to support greater educational opportunities.



Post 16 Girls Education and Football Programme participants in training

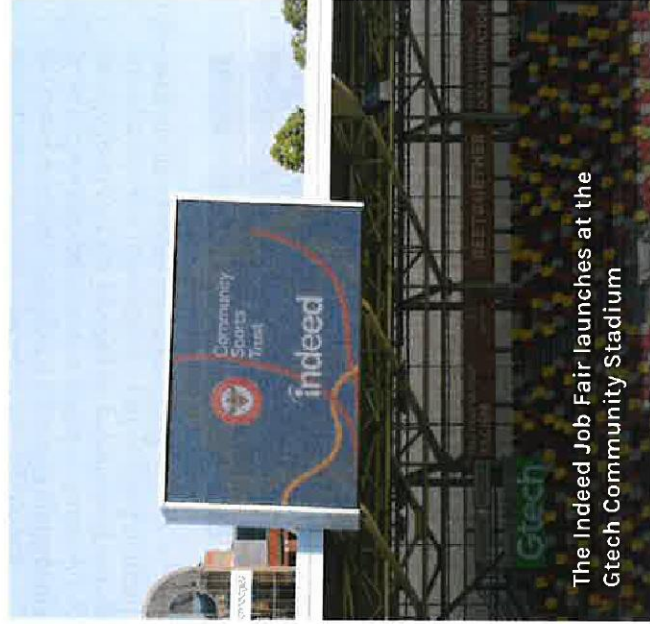
Trustees Report

Fundraising and Partnerships

During the 2022/2023 season kit sponsors initiative continued to grow from strength to strength, of which the customer experience registered 100% satisfaction and also led to the recruitment of new fundraisers that engaged across other fundraising initiatives.

£14,000 was raised in 2023 through a variety of fundraising initiatives such as London Marathon, Ride London and Royal Parks Half Marathon.

Highlights include partnerships with Worley and Indeed. The Indeed partnership culminated with a job fair at the Gtech Community Stadium attended by more than 600 local young people and over 40 employers. SEGA's sponsorship of the Gunnersbury Cup generated a further £15,000 and is a significant indication of how much the tournament has grown to now attract recognised international brands as partners.



The Indeed Job Fair launches at the Gtech Community Stadium

We have also launched a new initiative which replaced the Bees Community Draw, namely the Lucky Hive Lottery, working closely with CFP Lotteries and Raffles Limited. With the Charity Hive platform, the Trust was also able to recruit further fundraisers across new fundraising events and the donation experience has significantly increased since the launch of the platform.



One of our London Marathon 2022 fundraisers, Joe Clifton

Report of the Trustees for the Year Ended 31 March 2023

Financial Review

Income for the financial year was £3.7m (2022 £3.1m) +18% Year on Year (YOY). The Trust managed to deliver a £0.2m Surplus for the year whilst navigating through some tough challenges, including some significant programme income streams which ended during 2022. Additionally, the Trust absorbed a significant increase in expenditure (primarily staff costs) and Capital spend incurred as we joyously took up residence of our New Home - Brentford Community Stadium Hub in June 2022.

A number of factors contributed to this success, the Trust continued to strengthen its' heritage programmes in 2022-2023 which showed a Year-on-Year increase in self-generating Unrestricted Income of 33% (£1.2m vs £0.9m - Football Development and Sports Participation). We also developed and expanded our newer programmes, Education, Employability and Training, Health and Wellbeing, Youth and Community and Specialist Support through engagement with new Partners and other fundraising with income from Charitable Activities growing by 18.5% (£3.2m Vs. £2.7m).

In addition to the Trust strengthening its' diversity of income, the Trust also continues to benefit from Brentford Football Club continuing to be a part of the Premier League. This has allowed the Trust to invest in its people to ensure our Delivery Teams and Core Functions are set up for future growth and that we continue to deliver to the highest standards, Staff Costs increased by £0.5m +22% (£2.6m vs £2.1m) mainly driven by continued investment in our Delivery Staff and Core Functions such as Safeguarding and HR. The Trust also invested £0.2m on Furniture Fixture and Fittings for our new Office and Event Space Hub and new laptops for our additional Staff.

Support costs increased by £280k as we continue to grow our Core functions in anticipation of future growth.

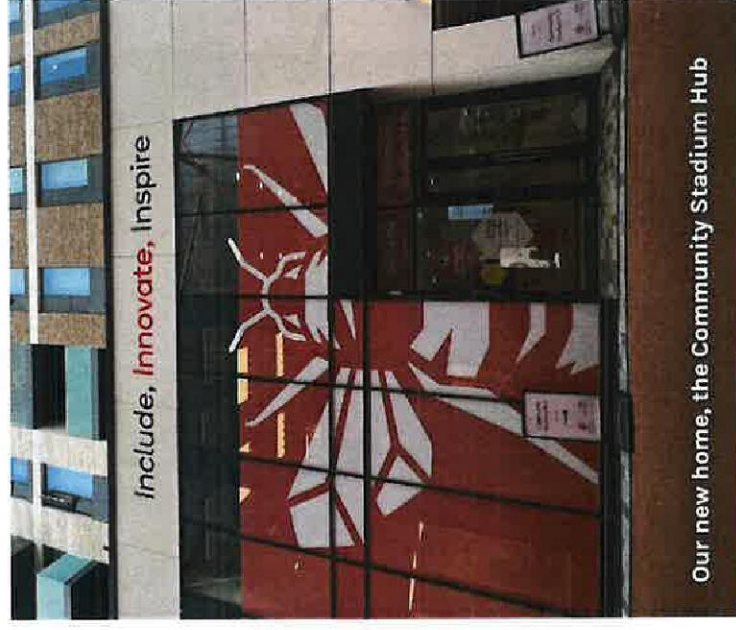
Financial Position

We continue to operate a full cost recovery model re-charging a proportion of fixed and variable costs back to projects. Whilst the Trust is increasing its reach and scale, the core function continues to require investment. This process started in 2021-2022 and

will continue into 2023-2024. Income levels are also continuing to increase, which helps support internal recovery rates to remain the same in the short term, with the aim to reduce them over the coming years. Individual project managers remain responsible for funding, supported by the core.

Staff and Facilities remain our biggest costs, but we recognise that our staff are also our biggest asset. We have scaled in a structured way in order that we can maintain a skilled flexible workforce that has the ability to deliver both existing and new projects/opportunities.

As at March 2023 the Trust employed 54 full-time and 71 part-time staff (48 full-time and 55 part-time 2021-2022). We continue to invest in our delivery staff offering contracted hours where we can. Key investments in Core Functions during the year included a Safeguarding Manager and additional HR support, we also continue to invest in Training and Development, ensuring that all members of staff get the appropriate onboarding, training, and support they need in their journey with the Trust.



Report of the Trustees for the Year Ended 31 March 2023

Reserves Policy

The Trust Reserves policy is to maintain our Reserves at a level which is equivalent to three months' operating expenses. Previously operating expenses included only variable and semi variable costs.

The Trust felt the measure of variable and semi variable costs could be subjective and in order to ensure a clear and consistent measure the Trust reviewed our policy at our Quarterly Board meeting March 2023.

The Trustees agreed to adopt a more prudent approach, namely, to include all Operating Expenses less depreciation in our Operating Costs. We also agreed that our operating costs should be calculated on a look forward basis using an average of the next 6 months forward costs forecast. This policy change aligns with our Budget and Reforecast cycles, as the Trust undertakes a half-yearly reforecast for the remainder of the current year and a Budget for the following year based on the half-yearly actuals to September.

The Annual Budget phased by month is approved at the March Board meeting. By including all Operating Costs, we believe this to be sufficient to cover any

one-off potential costs that may be incurred if the Trust needs to reduce its operations given current notice periods of employees and current statutory redundancy pay rights.

With this more prudent approach our current reserves have fallen to 2.5 months cover (see below) i.e., below the 3 months target. The Trust is still committed to increase our Reserves to meet three months target but takes comfort from the wide diversity of funding streams and the strong level of cash balances held. Our reserves cover is reviewed at our quarterly Finance Subgroup and Board meetings.

As the Trust continues to invest for future anticipated growth we forecast our Operating Costs to grow faster than our Income in the short term and accordingly, our 2023 2024 Budget anticipates a £64k deficit overall. This includes plans to invest in our Football Development and Sport Participation as we expand to new areas and also our plan to strengthen and deepen links in our current areas e.g., our partnership with the NHS West London Wellbeing & Recovery College located in the Community Stadium Hub, opened at the start of 2023, this will continue to create more opportunities for collaborative working and initiatives with partner organisations and funders.

Our reserves position:

Income by Type	Actual 2022-2023 £	Actual 2021-2022 £	% Increase/(Decrease)
Unrestricted Funds	785,022	771,495	1.8
Prior Year Adjustment	-	623	-
Restricted/Designated Funds	422,588	249,493	69.4
Total Funds	1,207,610	1,021,611	18.2
Unrestricted Reserves	£	Average Spend £ (6 months)	Reserves Cover (Months)
Brought Forward Apr 22	771,495	263,647	2.9
Prior Year Adjustment	623	-	-
Movement 2022-2023	12,904	47,043	-
Carried Forward Mar 23	785,022	310,689	2.5

Investment performance

The Trust keeps its reserves as cash on deposit split between financial Institutions in order to minimise the risk of loss through bank failure. Interest rates and balances are monitored to ensure the Trust receives a competitive rate of interest while keeping reserves liquid and risk-free.

Report of the Trustees for the Year Ended 31 March 2023

Structure, Governance and Management

Governing Document

The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

Recruitment and appointment of new Trustees

Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. New trustees must be approved by the board and are appointed by an ordinary resolution of the company. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one third of the trustees (with longest service) are subject to retirement by rotation.

Organisational Structure

Brentford FC Community Sports Trust is a company limited by guarantee and is registered with the Charity Commission.

A Chief Executive, who is not a trustee, operates Brentford FC Community Sports Trust on a day-to-day basis, with a senior leadership team including an Operations Director and project lead managers within key trust themes.

Reference and Administrative Details

Registered Company Number

05602833 (England and Wales)

Registered Charity Number

1112784

Registered Office

Underwood House
1A Thomas Layton Way
Brentford
TW8 0SB

Trustees

Ian Dobie
Donald Gilbert Kerr
Brian Robert Burgess
John Lawrence Cudmore
Nity Raj (joined August 2022)
Karl Adrian Reynolds
Anita Ralli
Chris Gammon
Marcella Eileen Phelan

Ian Dobie is the Chariman, Donald Kerr is the Vice Chairman.

Chief Executive

Lee Doyle

Company Secretary

Jacqueline Clair Montague

Auditors

Auditor (Senior Statutory Auditor)
for and behalf of Just Audit & Assurance Ltd
4 South Bar Street

Banbury
Oxfordshire
OX16 9AA

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4B

Bankers

The Cooperative Bank
Ealing Branch
14 New Broadway
Ealing
London
W5 2XL

Report of the Trustees for the Year Ended 31 March 2023

Statement of Trustees Responsibilities

The trustees (who are also the directors of Brentford FC Community Sports 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.

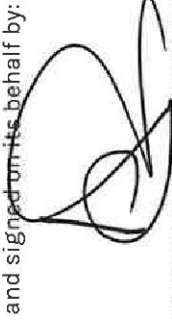
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

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

Approved by order of the board of trustees on
and signed on its behalf by:



.....
Ian Dobie - Trustee

08/12/23

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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 Auditor's 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 the provisions available for small entities, 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 other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

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:

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

- the information given in the trustees' report, which includes the directors' 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 directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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.

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 directors' report included within the trustees' report.

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

- adequate and proper 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; or
- the charity has not kept sufficient accounting records; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement (set out on page 19), 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.

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 an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

we considered in this context were the Companies Act 2006, and the Charities Act together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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 might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We considered the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and expenditure, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, including senior management, sample testing on the posting of entries, including journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of

irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 and trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body, and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Russell (Senior Statutory Auditor)
For and on behalf of Just Audit & Assurance Ltd,
Statutory Auditor
4 South Bar Street
Banbury
Oxfordshire
OX16 9AA

Date: 11-12-2023

Statement of Financial Activities for the Year Ended 31 March 2023

The notes form part of these financial statements.

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.23 Total Funds (£)	31.3.22 Total Funds (£)
Income and Endowments from					
Donations and Legacies	2	394,974	16,850	411,824	383,694
Investment Income	3	2,639	-	2,639	1,626
Other Income	5	3,218	-	3,218	-
Total		400,831	16,850	417,681	385,320
Charitable Activities					
General	4	313,339	-	313,339	159,904
Football Development and Sports Participation		1,207,662	121,321	1,328,983	1,110,948
Youth and Community		465,600	203,211	668,811	733,494
Health and Wellbeing		-	89,879	89,879	54,000
Specialist Support		-	346,153	346,153	275,366
Education, Employability and Training		323,791	175,049	498,840	386,978
Total - Charitable Activities		2,310,392	935,613	3,246,005	2,720,690
Total Income		2,711,223	952,463	3,663,686	3,106,010
Expenditure on					
Charitable Activities					
Fundraising	6	539,808	-	539,808	173,670
Football Development and Sports Participation		1,201,026	116,918	1,317,944	1,100,910
Youth and Community		496,957	230,423	727,380	746,238
Health and Wellbeing		-	84,368	84,368	65,422
Specialist Support		-	329,525	329,525	286,904
Education, Employability and Training		319,390	159,272	478,662	416,530
Total Expenditure		2,557,181	920,506	3,477,687	2,789,674
Net Income and Expenditure		154,042	31,957	185,999	316,336
Transfers Between Funds		22,519	(22,519)	(0)	0
Net Movement in Funds		176,561	9,438	185,999	316,336
Reconciliation of Funds					
Total Funds Brought Forward before Adjustment		887,707	133,280	1,020,988	704,652
Prior Year Adjustment		623	623	623	623
Total Funds Brought Forward after Adjustment		888,330	133,280	1,021,611	705,275
Total Funds Carried Forward		1,064,891	142,718	1,207,609	1,021,611

The notes form part of these financial statements.


Balance Sheet
31 March 2023

	Notes	Unrestricted Funds (£)	Restricted Funds (£)	31.3.23 Total Funds (£)	31.3.22 Total Funds (£)
Fixed Assets					
Tangible Assets	12	251,588	-	251,588	59,520
Total - Fixed Assets		251,588	-	251,588	59,520
Current Assets					
Debtors	13	435,923	163,771	599,694	516,272
Prior Year Adjustment		-	-	-	623
Cash at Bank		1,475,067	-	1,475,067	1,237,316
Total - Current Assets		1,910,990	163,771	2,074,761	1,754,211
Creditors	14	(1,097,688)	(21,053)	(1,118,741)	(792,120)
Net Current Assets		813,302	142,718	956,020	962,091
Total Assets Less Current Liabilities		1,064,891	142,718	1,207,609	1,021,611
Net Assets		1,064,891	142,718	1,207,609	1,021,611
Funds					
Unrestricted Funds	16			1,064,891	887,707
Prior Year Adjustment				-	623
Restricted Funds				142,718	133,280
Total Funds				1,207,609	1,021,611

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on:

Signed on behalf of the Board of Trustees:


Chris Gammon - Trustee

Date: 08/12/23

The notes form part of these financial statements.

Cash Flow Statement for the Year Ended 31 March 2023

	Notes	31.3.23 (£)	31.3.22 (£)
Cash Flow from Operating Activities			
Cash Generated from Operating Activities	1	459,817	448,041
Prior Year Adjustment		-	-
Net Cash Provided by Operating Activities		459,817	448,041
Cash Flow from Investing Activities			
Purchase of Tangible Fixed Assets		(230,388)	(39,814)
Sale of Tangible Fixed Assets		5,063	2,624
Interest Received		2,639	1,626
Net Cash Used in Investing Activities		(222,686)	(35,564)
Change in cash and cash equivalents in the reporting period		237,131	412,477
Cash and cash equivalents at the beginning of the reporting period		1,237,936	825,459
Cash and cash equivalents at the end of the reporting period		1,475,067	1,237,936

The notes form part of these financial statements.

Notes to the Cash Flow Statement for the Year Ended 31 March 2023

1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	31.3.23 (£)	31.3.22 (£)
Net Income for the reporting period (As per the Statement of Financial Activities)	185,999	316,336
Adjustments for:		
Depreciation Charges	36,476	14,461
Profit on Disposal of Fixed Assets	(3,218)	0
Interest Received	(2,639)	(1,626)
Prior Year Adjustment	-	620
Increase in Debtors	(83,422)	(253,176)
Increase in Creditors	326,621	371,426
Net Cash Provided by Operations	459,817	448,041

2. Analysis of Changes in Net Funds

	At 1.4.22 (£)	Cash flow (£)	At 31.3.23 (£)
Net Cash			
Cash at Bank	1,237,936	237,131	1,475,067
Total	1,237,936	237,131	1,475,067

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2023

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.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income from donations and grants is accounted for when received, with grant income being deferred when received in advance or accrued for when payment is received in arrears. Income from charitable activities is accounted for when earned on an accruals 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.

Charitable Activities

Resources expended on charitable resources are those applied to activities undertaken to meet the charity's objectives.

Allocation and Apportionment of Costs

Where reliable information is readily available, expenditure is allocated directly to the relevant cost centre or appropriately apportioned to more than one cost centre. Other costs may be apportioned on a reasonable and justifiable basis in accordance with the nature of the expenditure.

Tangible Fixed Assets

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

Sports Equipment	-	25% on cost
Motor Vehicles	-	25% on reducing balance
Fixtures and Fittings	-	10% on cost
IT Equipment	-	25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

The charity is not registered for VAT so irrecoverable VAT is accounted for with the expenditure to which it relates.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2023

1. Accounting Policies - continued

Pension Costs

The charitable company operates a defined contribution pension scheme and auto-enrolment. Contributions payable to both schemes are charged to the Statement of Financial Activities in the period to which they relate.

Funds Structure

Reserves are transferred between restricted funds with the agreement of the funder when funds received for one project can be reallocated to another project.

Reserves are allocated to designated funds from unrestricted reserves at the discretion of the trustees. The fixed assets reserve represents the net book value of tangible fixed assets.

Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

Financial Instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments, which are initially recognised at transaction value and subsequently measured at their settlement value.

3. Investment Income

Interest Receivable	31.3.23 (£)	31.3.22 (£)
	2,639	1,626

4. Income from Charitable Activities

Charitable Activities	31.3.23 (£)	31.3.22 (£)
General	313,339	159,904
Football Development and Sports Participation	1,328,983	1,110,948
Youth and Community	668,811	733,494
Health and Wellbeing	89,879	54,000
Specialist Support	347,153	275,366
Education, Employability and Training	498,840	386,978

Total - Income from Charitable Activities	3,246,005	2,720,690
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2. Donations and legacies

	31.3.23 (£)	31.3.22 (£)
Donations	333,769	243,240
Government Grant - JRS	0	16,648
Other income	78,055	123,806

Total Donations and Legacies	411,824	383,694
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5. Other Income

Gain on Sale of Fixed Assets	31.3.23 (£)	31.3.22 (£)
	3,218	0

Notes to the Financial Statements for the Year Ended 31 March 2023

6. Charitable Activities Costs

	Direct Costs (£)	Support Costs (see note 7) (£)	Totals (£)
Fundraising	(508,907)	1,048,716	539,809
Football Development and Sports Participation	1,317,944	-	1,317,944
Youth and Community	727,380	-	727,380
Health and Wellbeing	84,368	-	84,368
Specialist Support	329,525	-	329,525
Education, Employability and Training	478,661	-	478,661
Total Charitable Activities Costs	2,428,971	1,048,716	3,477,687

7. Support Costs

	Management (£)	Finance (£)	Governance Costs (£)	Totals (£)
Fundraising	1,036,434	762	11,520	1,048,716

8. Net Income/(Expenditure)

Net Income/(Expenditure) is stated after charging/(crediting):

	31.3.23	31.3.22
	(£)	(£)
Audit Fees	9,000	6,073
Depreciation - Owned Assets	36,475	14,461
Surplus on Sale of Fixed Assets	(3,218)	-
Total	42,257	20,534

Notes to the Financial Statements for the Year Ended 31 March 2023

9. Trustees' Remuneration and Benefits

Trustees' Expenses

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

There were no trustees' expenses for the year ended 31 March 2023 or the year ended 31 March 2022.

10. Staff Costs

	31.3.23	31.3.22
	(£)	(£)
Wages and Salaries	2,323,115	1,912,618
Social Security Costs	193,134	150,523
Other Pension & Healthcare Costs	65,229	55,521
Total Staff Costs	2,581,478	2,118,662

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

	31.3.23	31.3.22
Permanent Staff	54	48
Casual Coaches	71	55
Total	125	103

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

	31.3.23	31.3.22
£71,001 - £90,000	1	1
£110,001 - £120,000	1	1
Total	2	2

Key management are the Trustees, the CEO and the Senior Leadership Team. Their total remuneration for the year was £458,136 (2022: £478,584). 2022 included £26,412 Bonus paid in March 2022, normally paid each April.

Pension Commitments

The charity operates a defined contribution Pension Scheme and auto-enrolment. The cost of the scheme to the charity for the year was £46,213 (2022: £41,876)

Notes to the Financial Statements for the Year Ended 31 March 2023

11. Comparatives for the Statement of Financial Activities 2021-2022

Income and Endowments from	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)
Donations and legacies	365,855	17,839	383,694
Investment income	1,626	-	1,626
Other Income	-	-	-
Total	367,481	17,839	385,320
Charitable Activities			
General	159,904	-	159,904
Football Development and Sports Participation	1,029,585	81,362	1,110,948
Youth and Community	438,630	294,865	733,494
Health and Wellbeing	-	54,000	54,000
Specialist Support	-	275,366	275,366
Education, Employability and Training	269,823	117,155	386,978
Total - Charitable Activities	1,897,942	822,748	2,720,690
Total Income	2,265,423	840,587	3,106,010
Expenditure on			
Charitable Activities			
Fundraising	173,670	-	173,670
Football Development and Sports Participation	1,016,173	84,737	1,100,910
Youth and Community	428,409	317,829	746,238
Health and Wellbeing	-	65,423	65,423
Specialist Support	-	286,904	286,904
Education, Employability and Training	281,198	135,331	416,530
Total Expenditure	1,899,450	890,224	2,789,674
Net Income and Expenditure	365,973	(49,637)	316,336
Reconciliation of funds			
Total Funds Brought Forward	547,109	157,543	704,652
Transfer between Funds 2021-2022	(25,375)	25,375	-
Total Funds Carried Forward	887,707	133,281	1,020,988

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2023

12. Tangible Fixed Assets

Cost	Sports equipment (£)	Motor vehicles (£)	Office equipment (£)	Totals (£)
At 1 April 2022	29,032	32,252	107,974	169,258
Additions	1,020	-	229,368	230,388
Disposals	40	(24,570)	(608)	(25,138)
At 31 March 2023	30,092	7,682	336,734	374,508
Depreciation				
At 1 April 2022	25,242	29,974	54,522	109,738
Charge for the Year	1,762	108	34,605	36,475
Eliminated on disposal	40	(22,725)	(608)	(23,293)
At 31 March 2023	27,044	7,357	88,519	122,920
Net Book Value				
At 31 March 2023	3,048	325	248,215	251,588
At 31 March 2022	3,790	2,278	53,452	59,520

13. Debtors: Amounts Falling Due Within One Year

	31.3.23 (£)	31.3.22 (£)
Trade Debtors	382,407	380,473
Prepayments and Accrued Income	214,879	135,099
Other Debtors	2,408	1,325
Prior Year Adjustment	-	(625)
Total Debtors	599,694	516,272

Notes to the Financial Statements for the Year Ended 31 March 2023

14. Creditors: Amounts Falling Due Within One Year

	31.3.23	31.3.22
	(£)	(£)
Trade Creditors	82,049	64,414
Social Security and Other Taxes	45,584	64,315
Other Creditors	8,690	7,363
Accruals and Deferred Income	982,418	656,028
Total Creditors	1,118,741	792,120

Deferred Income

Deferred income is recognised for income received in advance over the correct period of project funding, agreed by the funders.

	31.3.23	31.3.22
	(£)	(£)
Opening Balance	569,150	332,351
Provided for the Year	646,636	569,150
Moved to Profit and Loss	(569,150)	(332,351)
Balance at Year End	646,636	569,150

15. Leasing Agreements

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.23	31.3.22
	(£)	(£)
Within One Year	39,400	36,900
Between One and Five Years	82,067	121,467
Total	121,467	158,367

Notes to the Financial Statements for the Year Ended 31 March 2023

16. Movement in Funds

	At 1.4.22 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.23 (£)
Unrestricted Funds				
General	847,465	160,078	(192,067)	815,476
Fixed Assets	59,520	-	192,067	251,587
Football Development and Sports Participation	(111,108)	20,921	-	(90,187)
Youth and Community	56,693	(31,359)	22,519	47,853
Education, Employability and Training	35,760	4,402	-	40,162
Total	888,330	154,042	22,519	1,064,891
Restricted Funds				
Football Development and Sports Participation	4,310	4,402	-	8,712
Youth and Community	89,995	(27,212)	(22,519)	40,264
Health and Wellbeing	(24,622)	5,610	-	(19,012)
Specialist Support	31,379	16,628	-	48,007
Education, Employability and Training	32,218	32,529	-	64,747
Total	133,280	31,957	(22,519)	142,718
Total Funds	1,021,610	185,999	-	1,207,609

Notes to the Financial Statements for the Year Ended 31 March 2023

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	699,888	(539,810)	160,078
Football Development and Sports Participation	1,221,943	(1,201,022)	20,921
Youth and Community	465,600	(496,959)	(31,359)
Education, Employability and Training	323,792	(319,390)	4,402
Total	2,711,223	(2,557,181)	154,042
Restricted Funds			
Football Development and Sports Participation	121,320	(116,918)	4,402
Youth and Community	203,211	(230,423)	(27,212)
Health and Wellbeing	89,978	(84,368)	5,610
Specialist Support	346,153	(329,525)	16,628
Education, Employability and Training	191,801	(159,272)	32,529
Total	952,463	(920,506)	31,957
Total Funds	3,663,686	(3,477,687)	185,999
	At 1.4.21 (£)	Transfer between Funds (£)	At 31.3.22 (£)
Unrestricted funds			
General	500,717	4,071	847,465
Fixed Assets	36,791	22,729	59,520
Football Development and Sports Participation	(135,458)	-	(111,108)
Youth and Community	98,646	(52,175)	(56,692)
Education, Employability and Training	47,035	-	35,760
Total	547,731	(25,375)	888,330

Notes to the Financial Statements for the Year Ended 31 March 2023

16. Movement in Funds - continued

	At 1.4.21 (£)	Net movement in Funds (£)	Transfer between Funds (£)	At 31.3.22 (£)
Restricted funds				
Football Development and Sports Participation	7,684	(3,374)	-	4,310
Youth and Community Health and Wellbeing	87,584 (13,199)	(22,963) (11,423)	25,375 -	89,996 (24,622)
Specialist Support	38,327	(6,948)	-	31,379
Education, Employability and Training	37,146	(4,928)	-	32,218
Total	157,543	(49,637)	25,375	133,281
Total Funds	705,274	316,336	-	1,021,610

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

	Incoming Resources (£)	Resources Expended (£)	Movement in Funds (£)
Unrestricted funds			
General	516,346	(173,670)	342,677
Football Development and Sports Participation	1,040,524	(1,016,174)	24,350
Youth and Community Health and Wellbeing	438,629	428,408	10,221
Specialist Support			0
Education, Employability and Training	269,923	(281,198)	(11,275)
Total	2,265,423	(1,899,450)	365,973
Restricted Funds			
Football Development and Sports Participation	81,362	(84,737)	(3,374)
Youth and Community Health and Wellbeing	294,866 54,000	(317,829) (65,423)	(22,963) (11,423)
Specialist Support	279,956	(286,904)	(6,948)
Education, Employability and Training	130,403	(135,331)	(4,928)
Total	840,587	(890,224)	(49,637)
Total Funds	3,106,010	(2,789,674)	316,336

Transfers between Funds

A transfer from general funds to the fixed assets fund is made in respect of capital additions and disposals during the year.

Notes to the Financial Statements for the Year Ended 31 March 2023

17. Related party disclosures

Donations received during the period included:

- £158,749 (2022 - £146,690) from Brentford Football Club Ltd.

Other income received during the period included:

- £41,733 (2022: £221,195) from Brentford Football Club Ltd.

Expenditure for the period included:

- £34,619 (2022 - £70,980) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £2,877 (2022: £142,522) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £Nil (2022: £18,536) owed to Brentford Football Club Ltd.

During the year Brentford Football Club bought staff uniform to the value of £35,194 and donated it to the charity.

18. Ultimate Controlling Party

The charity is controlled by the Board of Trustees, who are the directors of the company.

This page does not form part of the statutory financial statements.

Detailed Statement of Financial Activities for the Year Ended 31 March 2023

	31.3.23	31.3.22
	(£)	(£)
Income and Endowments from		
Donations and Legacies	333,769	243,240
Investment Income	2,639	1,626
Government Grant- JRS	-	16,648
Gain on Sale of Fixed Assets	3,218	-
Other Income	78,055	123,806
Total	417,681	385,320
Charitable Activities	3,246,005	2,720,690
Total Incoming Resources	3,663,686	3,106,010
Expenditure		
Charitable Activities		
Wages	1,695,806	1,425,415
Social Security	127,665	96,931
Pensions and Healthcare	32,686	30,047
Premises Costs	2,842	1,720
Recruitment and Training	27,183	(2,429)
Trophies	2,932	3,228
Sports and Training Requisites	113,507	103,651
Facilities Hire	281,482	280,492
Equipment Hire	1,430	673
Sundry Purchases	10,447	19,489
Motor Expenses	37,053	23,334
Travelling Expenses	27,616	13,040
Marketing	35,293	7,662
Clothing	8,687	16,223
Entertainment	5,953	2,711
Online Sales Fees	18,389	3,928
Total	2,428,971	2,026,115

This page does not form part of the statutory financial statements.

Detailed Statement of Financial Activities for the Year Ended 31 March 2023

Support costs	31,323	31,322
Management	(£)	(£)
Wages	627,309	487,203
Social Security	65,469	53,592
Pensions and Healthcare	32,542	25,474
Premises Costs	110,458	61,142
Insurance	5,276	2,148
Telephone, Computer & Internet	58,425	51,215
Postage and Stationery	7,038	3,288
Sundries	9,925	4,843
Meetings	6,306	2,853
Subscriptions	7,757	6,727
Professional Fees	69,453	43,878
Depreciation	36,476	14,461
Total	1,036,434	756,824
Finance		
Bank Charges	762	662
Governance costs		
Auditors' Remuneration	9,000	6,073
Accountancy Fees	2,520	-
Total	11,520	6,073
Total Resources Expended	3,477,687	2,789,674
Net Income / (Expenditure)	185,999	316,336

BRENTFORD FC COMMUNITY SPORTS TRUST

England & Wales - Charity number 1112784

Accounts

REGISTERED CHARITY NUMBER: 1112784



Community Sports Trust

TRUSTEES REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

for Brentford FC Community Sports Trust

Brentford FC Community Sports Trust

Brentford FC Community Sports Trust is an independent charity which operates in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of sport and education to inspire people, raise the aspirations of our local community, develop community facilities and to give local people the confidence and skills to reach their full potential.

Working together with our partner organisations, we are committed to making a positive impact on people's lives and creating significant benefits to the communities we serve. Sustainability is central to everything we do, and our projects are designed with longevity in mind - both in terms of being able to maintain long-term delivery and ensuring the impact we have on individuals makes a lasting difference to their lives.

We aim to deliver meaningful impacts addressing local need, building partnerships with like-minded organisations. Our delivery is designed to break down barriers, inspiring the people we work with, helping them to realise their potential as well as developing self-confidence and pride in the communities in which they live.

Our vision is:

"To use sport to engage, inspire and empower people in west London to achieve their life goals."

Underpinning those three objectives are our charity values, which are to:

- Include
- Innovate
- Inspire

Summarising our approach is our mission statement:

To create an exciting, progressive and socially inclusive multi-sports participation, coach education and facility development programmes, enabling participants, coaches and volunteers to realise their potential.



The Trust helped to develop the installation of a new Cruyff Court at Brentford Towers and operate regular free sessions throughout the year.

Message from the Chief Executive

We are emerging from some of the most challenging conditions that society has faced in recent times. The impact on people of all ages as a result of Covid lockdown restrictions, is both mental and physical. We have been agile, moving services online and keeping contact with participants. Now with more freedom to develop and provide services, programmes have resumed and we are reshaping our strategy to tackle local need.

Despite the difficult circumstances, the Trust has grown. This is due to a long-term facility plan at Gunnersbury Park and the Gtech Community Stadium site. Promotion of Brentford FC to the Premier League in May 2021 provided new, exciting opportunities. Increased core and project funding via the Premier League Charitable Fund (PLCF) & Professional Footballers Association (PFA) was made available which has introduced further potential for growth and innovation, while enabling the strengthening of our support services.

Attendance has increased by 85% in comparison to the previous year with individual participants increasing from 7480 to 13904, plus an additional 5000 participants registering for individual events. The total number of sessions increased from 9094 to 14782, with average contact hours for each participant rising from 30.34 hours to 36.01.

The age range we reached was from 1-52 years, with approximately two thirds of our participants being male and a third female. 5% of our participants report that they have a disability.

In financial terms, turnover increased by 31% to £3,106,010 in the year ended 31 March 2022. Expenses increased by 30% to £2,789,674.

Imagine the Trust as a virtual academy of sport, movement and education, currently operating in four West London Boroughs - Hounslow, Ealing, Richmond and Hillingdon. We work with a range of partners across the public, private and voluntary sectors, using sport as a catalyst to build relationships with participants.

We are now realising a long-term ambition to create hub sites. We are strategic partners in the Gunnersbury Park Sports Hub maintaining an office on-site and coaching base. This is complemented by a two floor Hub adjacent to the Gtech Community Stadium with

a large education and social area downstairs and offices upstairs. Alongside these sites, we also operate evening and weekend activities at the former Academy Dome at Uxbridge High School. Together they form the Trust's Campus spanning the four Boroughs.

Our mission can be summarised as Realising Potential by investing in people. 'Our people' are our participants, staff and volunteers. Our staff team are a blend of experience and youth. Many were originally participants or volunteers. They are coaches, mentors, creative developers and many are seen as role models.

Our values are to include, inspire and innovate. This creates a tangible energy, combined with a positive 'can-do' attitude and humour that enables us to approach challenges and solve problems creatively.

In 2021, an Organisational Development Strategy was launched with a focus on staff recruitment, development and retention. The strategy outlined plans for workforce growth and provided staff with a commitment from the Charity to improve benefits, development opportunities and retention levels. It reinforced the values of the charity and also the organisational expectations of current and new staff.

As a Premier League Club, the Trust also had its first independent audit with Barnardo's. Designed to support Clubs and Trusts with their safeguarding structure and ensure best practice, the Trust achieved a 'Very Good' status. An action plan for continuous improvement has been received ahead of a second audit in season 2022-23 and a Club and Trust Safeguarding Board established.

At the end of March 2022, the Trust completed the Premier League's Capability Code of Practice assessment, the standard by which the organisation ensures it is fit for purpose. An independent auditor assessed the Trust across 15 different themes from Governance, Finance and Strategy to Safeguarding, Health & Safety, People & Equality, Diversity and Inclusion. The Trust achieved a score of 86% (Very Good), just 4% below Exemplary.

The Trust has always taken pride in being creative and innovative; it was one of the first to become a charitable multi-sport organisation in 2005, converting from an unincorporated association set up in 1986. This action provided the structure by which we could build a wider, more inclusive network of

Message from the Chief Executive

activities and participants. The range of partners across the public, private and voluntary sector enables us to use sport as a catalyst to build relationships with participants.

Much has been written and commented on the Football Club's performance on a relatively small budget, which is founded on thinking differently and an attitude to 'thrive not just survive'.

Emerging from this approach are exciting new

ways in which we can work with staff, partners and participants.

We are in a unique position to harness the potential of people and places. The following notes provide more detail on the range of projects that we offer.

Many years of planning and building are now coming to fruition and as a result we are better placed than ever to make a positive difference in our community.



Lee Doyle

CEO

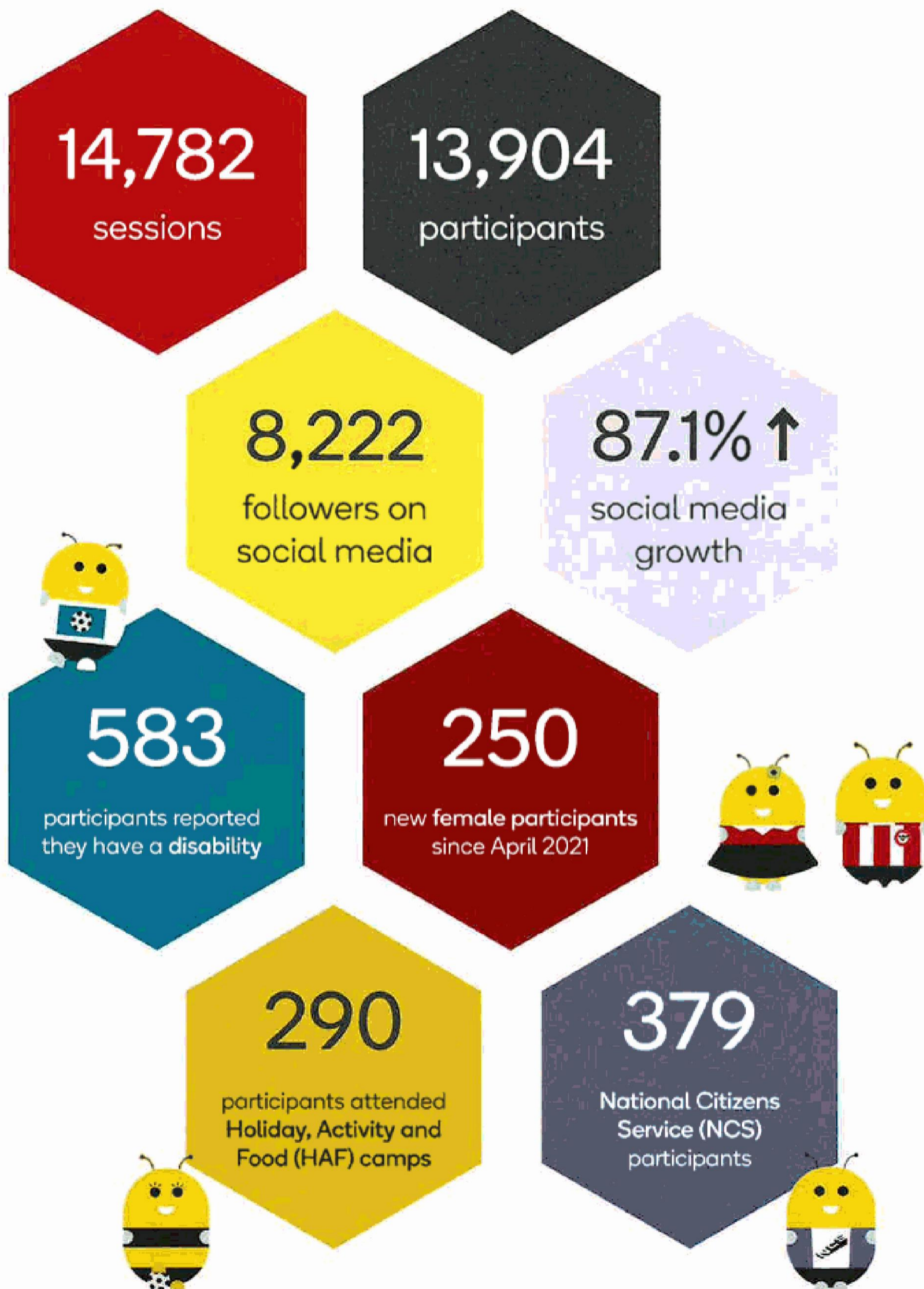
Brentford FC Community Sports Trust



Brentford Ambassadors Marcus Gayle and Salma Mahamud host Premier League Primary Stars No Room For Racism workshop, with Brentford and England Player Ivan Toney Rabbsfarm Primary School



The Year at a Glance



Trustees Report

The trustees, who are directors for the purposes of company law, hereby present the annual report together with the financial statements of the charitable company for the year ended 31 March 2022.

Achievement and Performance

Brentford FC Community Sports Trust (the Trust) emerged from the Covid 19 pandemic with the ambition to engage more participants within its local community than ever before, supported by the opportunity to utilise new purpose-built facilities and capitalise on Premier League status for the first time in 70 years.

The initial focus was the activation of a new sports hub and offices at Gunnersbury Park. Part of a long-term regeneration project, the Trust has worked as a strategic partner from concept to development to activation. The sports hub has been the catalyst for increasing engagement levels across many core projects.

Officially opened by the respective Mayors of Hounslow and Ealing in September 2021, the facility includes a state-of-the-art sports centre, two high quality floodlit 3G artificial pitches, grass pitches, floodlit tennis, cricket and rugby.

The new sports centre enabled the Trust to expand the age range of existing sports programme – with indoor activity focused on early learning for children as young as 18 months supported by specialist football and gymnastic coaches who develop fundamental movement skills.

Competitive summer events took place with the first Gunnersbury Cup attended by over 100 girls and boys grass-roots football teams. Recognising NHS staff dedication during the pandemic, the Trust hosted the final stage of the NHS United for London football tournament.

The Trust was also able to invest in central resources to support projects including:

- Head of Recruitment, Training & Development – tasked with the continuous professional development of current staff and the identification of new staff to support a growing portfolio of projects
- Head of Safeguarding – joint role with Brentford FC to embed safeguarding within the organisation's culture and improve workforce understanding of safeguarding issues

- Female Coordination – tasked with increasing female participation across all ages

The Trust is working with the football club to increase player engagement. Brentford FC striker Ivan Toney supported an anti-discrimination initiative for primary school children at Rabbsfarm Primary School in West Drayton, participating in a No Room For Racism session to talk about his career and dealing with discrimination.

A full season in the Gtech Community Stadium has enabled the Trust to build on the close association with the football club to deliver new activity and recognise local people and companies for their contribution to the community. Working with the BFC Community Fan Engagement Team, match day activation for disabled groups has taken place utilising the stadium sensory room and supporting participants to enjoy a Premier League match day experience.

Supported by the club's principal shirt sponsor, a new matchday initiative was launched to recognise the impact of companies and individuals in the local community. Launched at the beginning of the 2021-22 season, Hollywood Heroes recognised a range of companies and people for their contribution to the local community, inviting them as VIP guests on matchday.

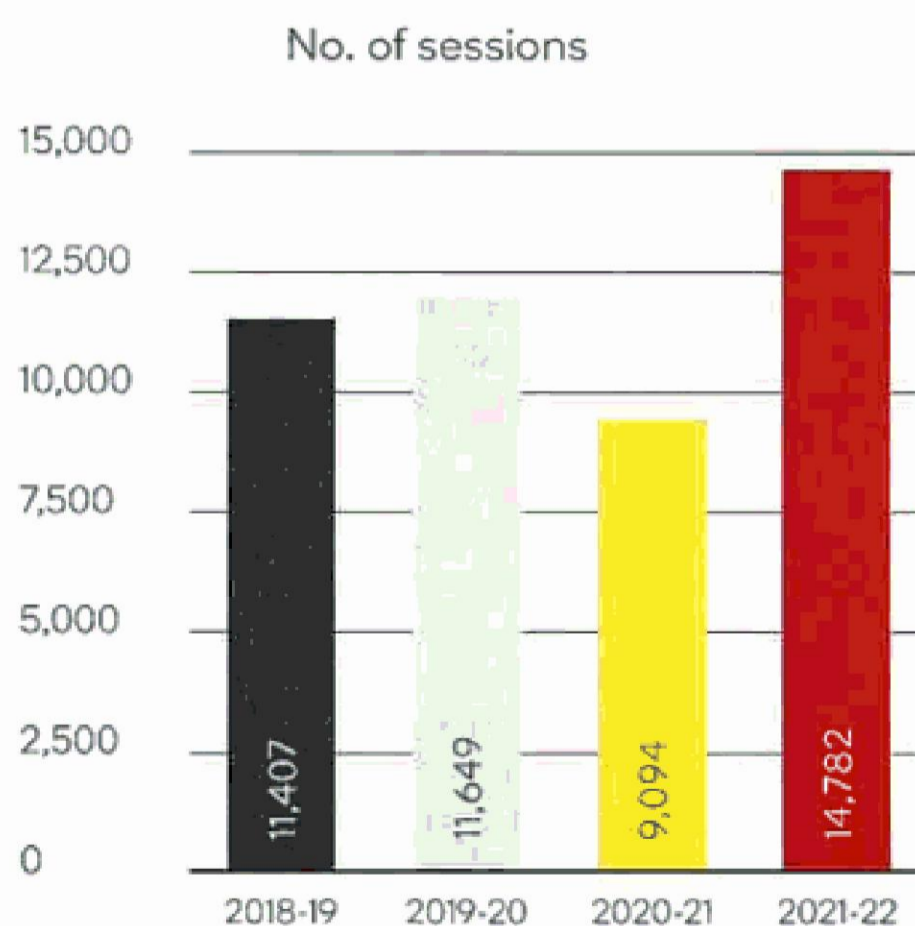
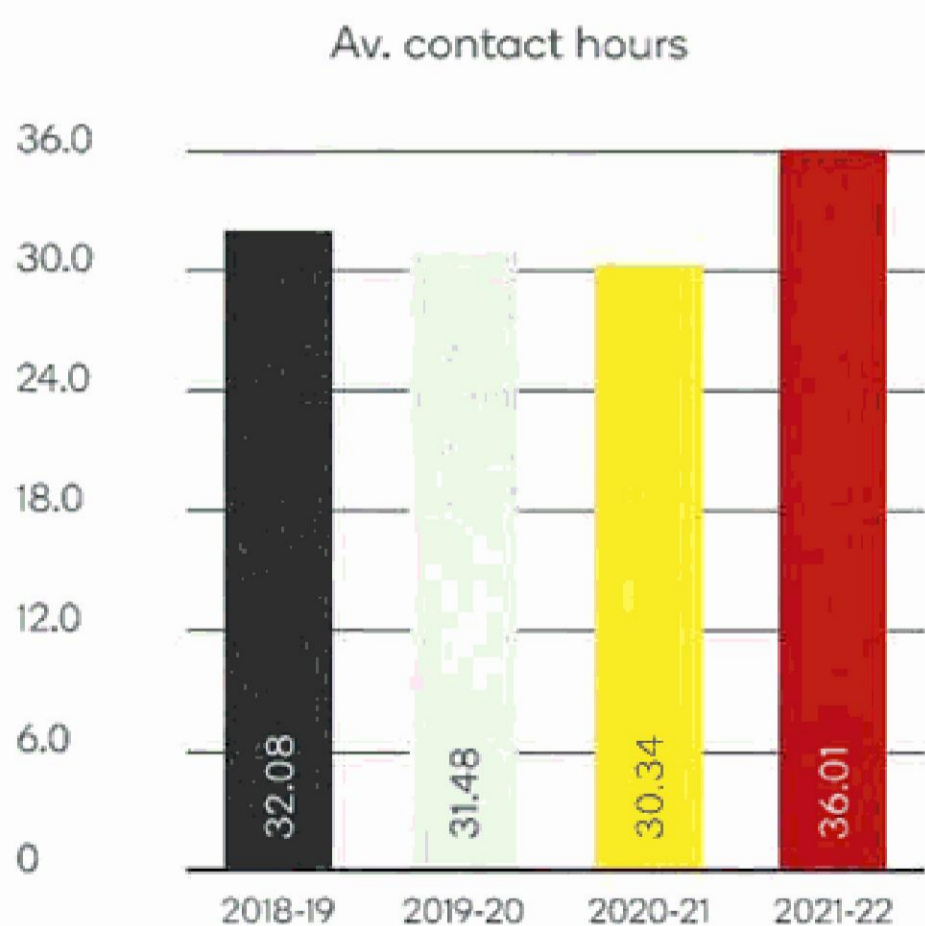
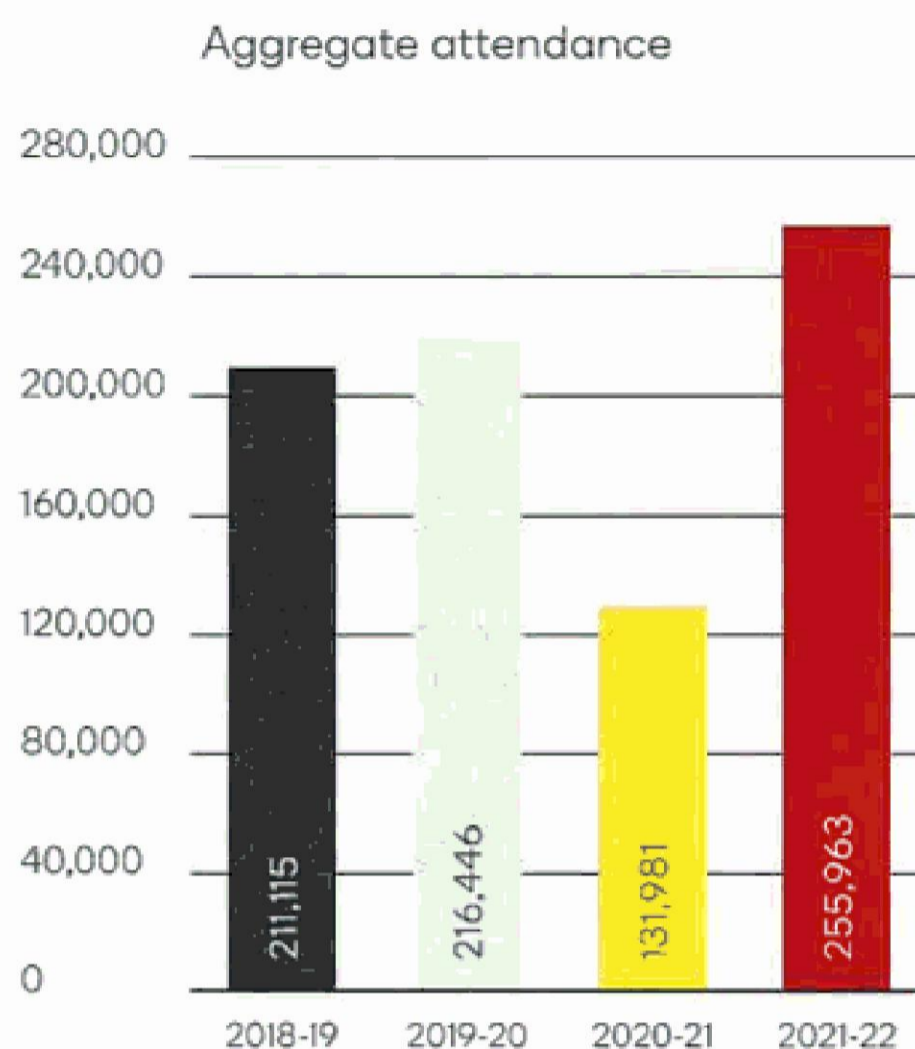
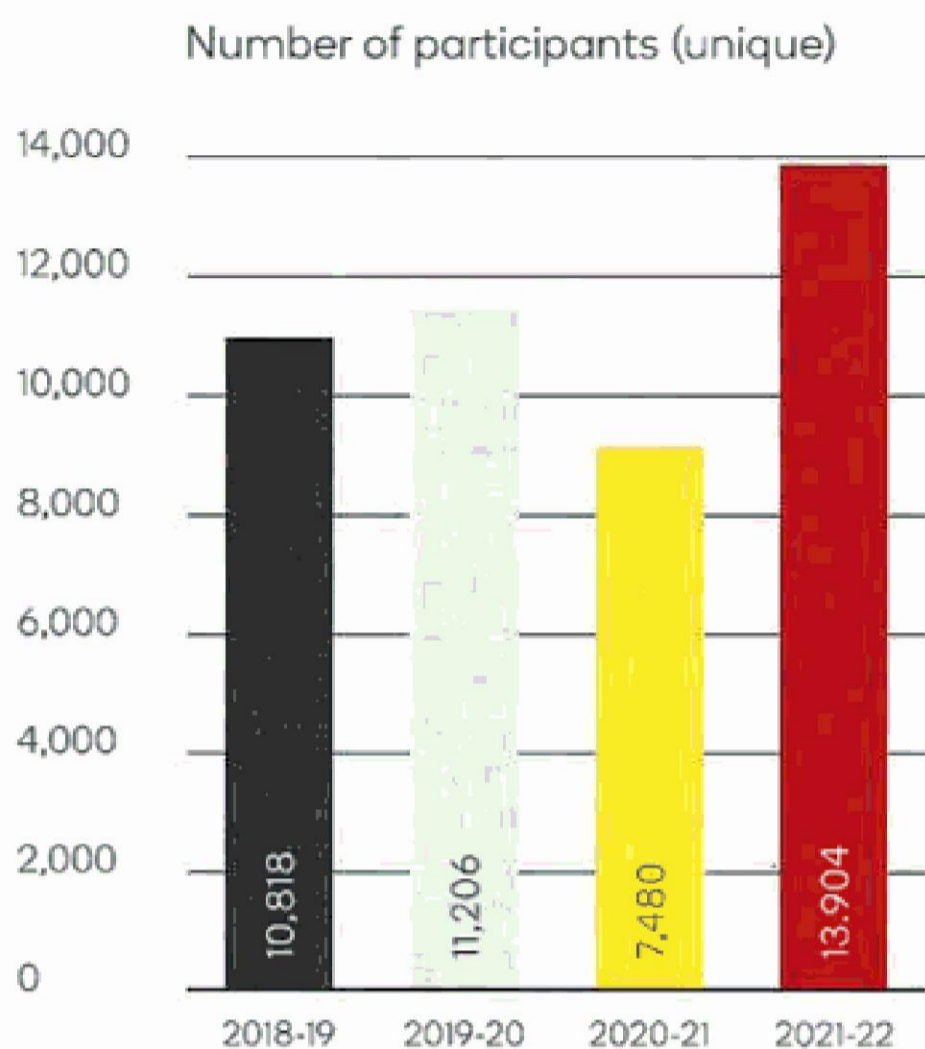
Moving forward, a number of new exciting partnerships are being developed working with the Club's corporate partners. New projects are emerging that utilise specific skill-sets of company employees as well as new opportunities to gain work experience, training and employment.



Trustees Report

Levels of Engagement Comparison

The graphs below shows our engagement levels over the past four financial years.



(Prior year numbers have been restated so they are consistent with the methodology applied in current year)

Trustees Report

Review of activities

Football Development and Sports Participation

Schools Sports is a key department for reach and staff retention. Regular weekly delivery at 42 primary schools ensured children had access to high quality provision, up from 18 schools in 2020-2021.

The English Football League Trust and Ferrero funded Joy of Moving project engaged with 38 primary schools throughout the year, promoting health, nutrition and well-being. The Trust started multi-sport provision at a new secondary school, engaging 170 children every Thursday morning at Gunnersbury Park.

In Autumn 2021, former Brentford player and club ambassador, Marcus Gayle, and Brentford Women's footballer Salma Mahamud, took part in a series of Racism in Football Workshops as part of the Premier League Primary Stars Programme. 40 workshops attended by 1300 pupils across Ealing, Hillingdon, Hounslow and Richmond encouraged pupils to discuss the importance of diversity and inclusion, culminating in pupils designing posters that illustrated Brentford's Bee Together campaign.

The Trust's football development programme now hosts 1000 boys and girls, with weekly football training and termly match programmes against other clubs throughout the year.

Female football continued to grow, with investment in a Female Football Coordinator supporting increased numbers within the Trust's football programme. There have been 250 new female programme participants since April 2021. The female pathway was also improved within the Post 16 Football and Education programme, with the Trust launching its first female squad, in addition to the four male squads already established.

Highlights include a visit from then Chancellor of the Exchequer, Rishi Sunak to a girls' primary school football tournament at Gunnersbury Park. The Trust also worked alongside Brentford FC to deliver a football event for female Afghanistan refugees resettled in the UK at Uxbridge High School Dome followed by a Premier League matchday experience.



Joy Of Moving
St James's Primary School

Health and Wellbeing

The Trust offered 422 sessions focused on health and well-being, engaging 106 unique participants achieving a total of 2763 attendances across a wide range of inclusive projects and classes for the local community.

The inception of a mental health project in partnership with Hounslow Improving Access to Psychological Therapies (IAPT) saw the Trust deliver psychological wellbeing tips alongside football strength and skill classes, engaging with 7 unique participants over a 10-week period.

Utilising both face-to-face and online delivery methods, sessions such as chair-based exercise, whole body workouts and yoga continued amidst the changing Covid landscape. The adult weight management course was also sustained, combining online delivery with outdoor sessions at Old Deer Park in Richmond, enabling 15 unique participants to complete the course, losing an average of 1.3kg over the 12-week programme.

Trustees Report

Youth and Community

The Communities Engagement department supported local communities by providing free sport and youth engagement activity; specialist 1:1 mentoring; and pastoral support for teenagers and young adults.

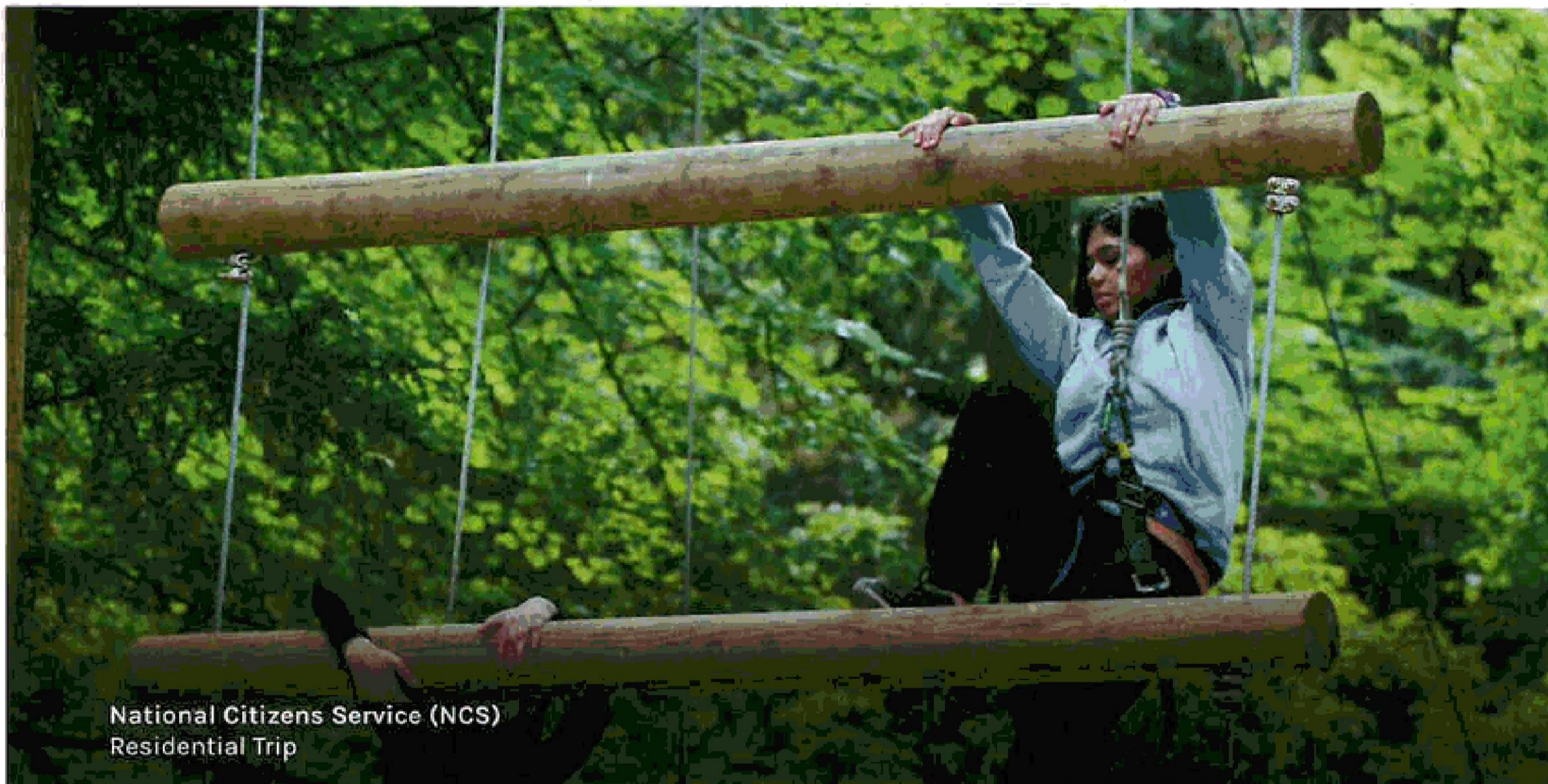
Working in partnership with the Local Authority, the Trust continued the delivery of the Department of Education funded Holiday Activity & Food (HAF) camps for Ealing and Hounslow boroughs, targeting school aged children from Reception to Year 11 (inclusive) who receive benefits-related free school meals. Camps have been delivered at six venues across Hounslow and Ealing, engaging with over 290 young people for an average 25 hours each. Regular multi-sport holiday camp provision for local children and families has also been available.

Projects including Premier League Kicks, Hounslow Youth Service & Hounslow Street Sports offered regular activity across Hounslow, Ealing, Richmond and Spelthorne. 2155 young people aged 5-19 years engaged with the department's offer, averaging 23 hours contact time across 1500 sessions throughout the year.

A regeneration project with Hounslow Council and The Johan Cruyff Foundation was completed, with the opening of a high quality 'Cruyff Court' at Brentford Towers estate, located mid-way between Brentford FC's former home at Griffin Park and the Community Stadium. The new facility is now providing local children and families plus the wider community with access to a superb new all-weather surface for sport.

The National Citizens Service (NCS) team offers 3 main programmes, with the aim to support young people to develop their teamwork and confidence; learn essential life skills such as public speaking and enterprise; and support young people to become active citizens within their community.

The Trust's NCS project delivered its biggest programme to date, with 379 young people attending during the spring and summer, up from 100 participants during Covid interrupted 2020-2021. 25 new seasonal staff were recruited to work alongside 20 voluntary and professional partners to support the NCS participants with completing over 10,000 hours of social action.



National Citizens Service (NCS)
Residential Trip

Trustees Report

Specialist Support / Intervention

The Young Carers programme moved back to face-to-face support. The project now has 140 registered in Hounslow and 163 in Ealing with 130 support sessions offered throughout the year. New weekly youth clubs in both Ealing and Hounslow were established, also offering a wide variety of day trips and outings in the school holidays. Online sessions and one to ones over the phone continue to be a key support mechanism for the most vulnerable participants.

A grant from Hounslow Thriving Communities Fund enabled the Trust to provide mental health support workshops and wellbeing packages for 10 young carers while funding from Avast to set up a new transition/employability group will begin in September 2022.

Programmes for supporting children and young people with disabilities continue to be a priority, with the development of a new strategy for increased engagement and an enhanced offer. Plans are taking shape to increase the range and breadth of projects on offer for children, young people and adults with disabilities by utilising the next tranche of Premier League, Professional Footballers Association targeted project funding.

The London Borough of Hounslow funded Short Breaks programme offered respite support for parents, providing Holiday and After School Education clubs for children with pathway 1 & 2 disabilities. Commissioned by the Short Breaks Disability Team and now in its 12th year, the project supports 162 families annually.

The Deaf Sports Plus Project encourages children and adults to participate in sport and tackle the existing obstacles they face. Incorporating football and multi-sports sessions throughout the year plus free holiday courses, the project has supported 124 deaf people and is led by an inspirational role model who is himself profoundly deaf.

In partnership with Action-attainment in Richmond, over 60 young people with social and communication difficulties were supported with accessible activity.

The Trust also forged a new partnership with Leicester City in the Community, and delivered two inclusive football events, at which groups of participants from the Trust and LCFC disability programmes, took part in some friendly football matches and then attended the Premier League matches later that day.



BFCST v Leicester City FC
Matchday Inclusive Football Event

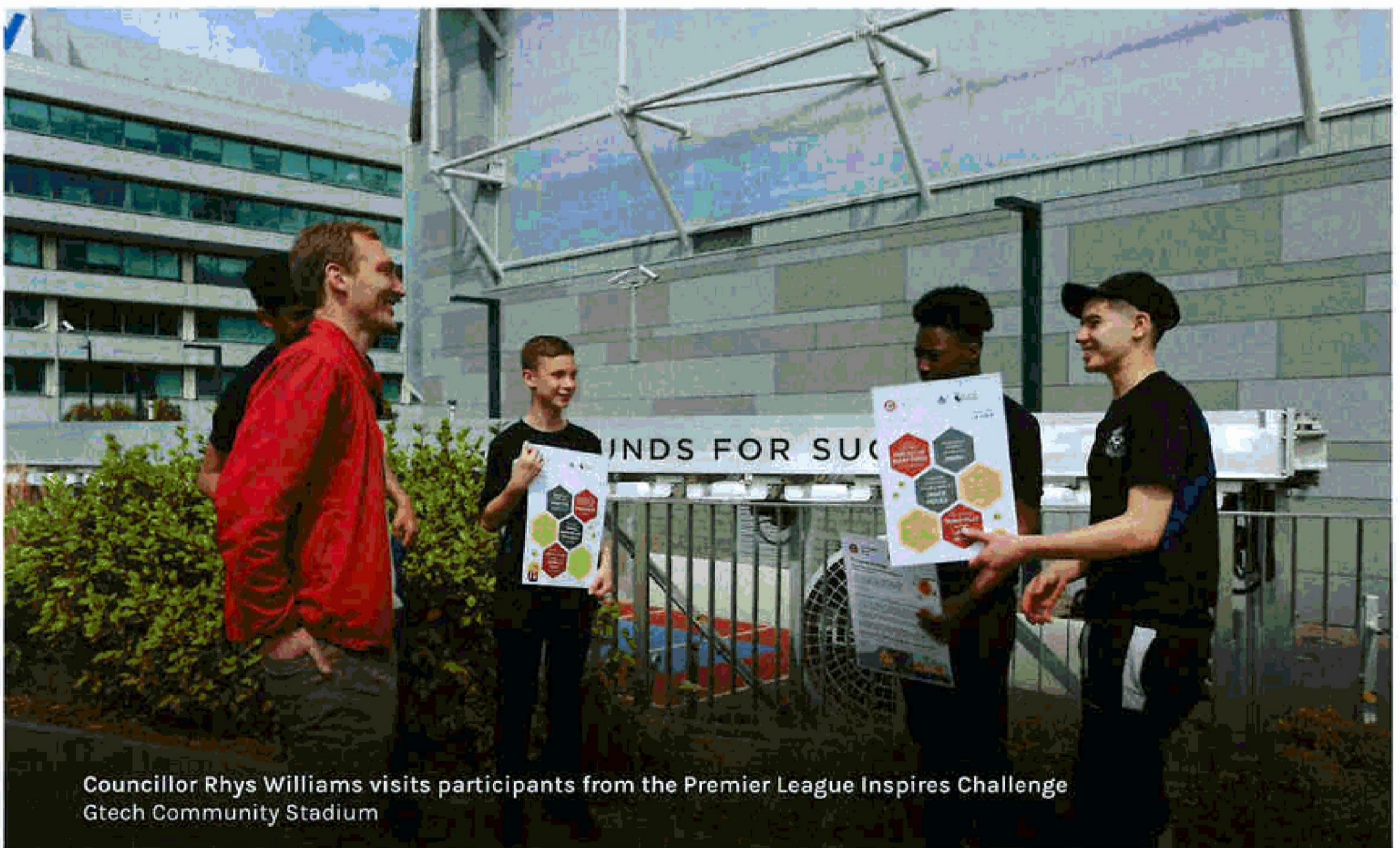
Trustees Report

Education, Employability, and Training

The Education team, formerly based at Griffin Park, continue to offer a range of support for young people. Commissioned via Hounslow Education Partnership (HEP), the Trust offers Focus 30, a weekly intervention programme to support 31 secondary students struggling to manage behaviour, impacting on their school progress. A long-term partnership with the Fearless Foundation provides external funding to facilitate journalism workshops across primary schools in LB Ealing & Hounslow. This year 420 pupils accessed the project.

The Brighter Futures Programme, funded by LB Ealing continues to provide a range of positive activities for 25 young people in and on the edge of care, who receive 40 hours of mentoring support, while the Trust also received additional funds to support young people within the Youth Offending Team to stay active, develop new skills and aspirational pathways.

The Mercers' Company funded a three-year programme of activity to support the Trust to launch an employability strand of work. The purpose of the fund is to increase skills, qualifications and work readiness for local young people; supporting a successful transition onto their next stage, whether that is employment, education or training. This fund has enabled the recruitment of a Head of Community Hub (leading on employability), an Employability tutor to deliver a Traineeship Programme and dedicated staff time across Trust programmes, to increase accreditation. Outputs include; Traineeship graduates, AQA qualifications, Short Course, coaching qualifications and workshops linked to employability, confidence and soft skills. Over 200 young people a year have attended our programmes.



Councillor Rhys Williams visits participants from the Premier League Inspires Challenge
Gtech Community Stadium

Trustees Report

Post year end 31.3.2022

In June 2022, the Trust moved to the purpose- built new office and social / education facilities adjacent to the Gtech Community Stadium. Considerable work has been undertaken on planning the move, evaluating capital expenditure and reviewing new activities that can be delivered from the premises. Access to the new facility enabled the Trust to work in partnership with Greater London Authority, UEFA and the Football Association to provide facility and logistical support for the UEFA Women's Euros.

A new partnership with the West London NHS Trust and the opportunity to base a mental health Recovery College within the new Education & Social Hub at Lionel Rd is now in the final stages. The centre will provide a training and resource base, developing and delivering education while providing the tools and guidance to support wellbeing and the self-management of mental health difficulties.

Player engagement has continued to develop. First team players Sergi Canos and Josh da Silva appeared on the Trust's first ever Match of the Day feature in May, while Christian Eriksen and BFC First Team Manager Tomas Frank visited Gunnersbury Park Sports Hub to encourage Bees fans to undertake heart screening. Organised in memory of the club's former Technical Director Robert Rowan, the initiative continues the partnership with Cardiac Risk in the Young (CRY), supported by Robert's wife Suzanne, and raises funds for investment in the research and screening of people aged 14-35.

Club partnerships continue to support Trust investment in projects. For example, Worley have provided funding for the Trust to create and deliver activity in conjunction with Worley staff, to educate young people (with a focus on underrepresentation) on the opportunities available within the Engineering sector. This funding enabled the Trust to hire a coordinator to activate this partnership. Over the course of a year (May 22 - May 23) workshops, training, assemblies and talks to young people will be delivered. The plan is to reach 500 young people.



Worley Science Technology Engineering Arts and Maths (STEAM) Summer Workshops
Community Stadium Hub

Report of the Trustees for the Year Ended 31 March 2022

Financial review

The income for the financial year was £3,106k (2021 £2,369k) a 31% increase. As we came out of Covid our football development, schools programme and NCS were able to return to full operation. New areas of focus came on board with Mercers funding supporting the full launch of our employability strand of work and a timetable of activities for all ages began from our Gunnersbury Park hub. As a result of Brentford Football Club's promotion to the Premier League more central funding became available from the Premier League. While this has had a positive impact on the Trust, both profile and financially we do not consider the Trust's financial sustainability is dependent on the Club's Premier League status. One of the key strengths of the Trust is its diversity of income, meaning we are not reliant on any one stream for survival. Income from the Covid furlough scheme fell from £249k in 20-21 to £17k in 21-22.

The increase in income was invested back into our delivery with costs for 2021-22 of £2,790k a 30% increase on previous year. A priority of the Trust was to invest in our people with direct staff costs increasing by £368k. Key hires were made with the Premier League funds enabling us to strengthen our support functions to ensure we are set up for future growth. Full year impact of these hires will be realised in 2022-23. Activity costs grew by £300k (200%), more was spent on facility hire as we came out of covid and in person sessions could happen in full again.

Support costs increased by £50k though this was less than budgeted due to the delayed opening of the Stadium Hub offices and continued home working.

It should be noted that at year end there was considerable committed capex spend of £90k in relation to fit out of the Stadium Hub offices and events space.

Financial position

We continue to operate a full cost recovery model re-charging a proportion of fixed and variable costs back to projects. Whilst the Trust is increasing its reach and scale, the core function continues to require investment. This process has begun and will continue into 22 - 23. Income levels have increased to support this increased base enabling internal recovery rates to remain the same in the short term, with aim to reduce

them over coming years. Individual project managers remain responsible for funding, supported by the core.

Staff and facilities remain our biggest cost, but we recognise that our staff are also our biggest asset. We have scaled up staff in a structured way in order that we can maintain a skilled flexible workforce that has the ability to deliver both existing and new projects/ opportunities. As at March 22 the Trust employed 48 full-time, 55 part-time staff. We have continued to invest in our delivery staff offering contracted hours where we can. A key hire in the year, an internal promotion, was a Training and Development Manager to ensure that all members of staff get the appropriate onboarding, training, and support in their journey with the Trust.



Staff Team Building
Adventure Bristol

Report of the Trustees for the Year Ended 31 March 2022

Reserves Policy

The Trust's policy is to maintain our Reserves at a level which is at least equivalent to three months operating expenses. This is reviewed by Management & Finance committee quarterly and by the Full Trustees board annually to ensure that they are adequate to fulfil our continuing obligations.

Quarterly operating expenditure is estimated at £600k, up from £450k in previous year as the Organisational Development Strategy is implemented and increased operating costs of the new Community Stadium Hub.

The reserves that we have set aside provide financial stability and the means for the development of our current activities. The reserves potentially also provide the financial resources to support investment required

in expanding our reach and depth in the programmes we can offer in the future.

Following a review, our Reserves Policy calculation was amended to exclude Fixed Assets (£59k at year end), as they are not easily realisable. The current level of Reserves (unrestricted funds) equates to 3.9 months estimated operating expenses. The coverage has increased above our minimum target of 3 months. The Trustees believe it is prudent to maintain reserves at this level in the short to medium term taking into account committed capital expenditure on the new offices. This will be revisited quarterly and consideration is being given to how remaining surplus reserves could be invested to support our Charitable purpose moving forward.

Our reserves position:

	31.3.22	31.3.21	%
	£	£	Increase/(Decrease)
Unrestricted Funds (Reserves)	771,495	448,463	72%
Restricted/Designated Funds	249,493	256,189	(3)%
Total Funds	1,020,988	704,652	45%
Ratio: Unrestricted Reserves (excl. Fixed Assets) to Annual Operating Expenditure (months)	3.9 months	2.7 months	

Investment performance

The Trust keeps its reserves as cash on deposit split between financial institutions in order to minimise the risk of loss through bank failure. Interest rates and balances are monitored to ensure the Trust receives a competitive rate of Interest while keeping reserves liquid and risk-free.

Report of the Trustees for the Year Ended 31 March 2022

Structure, governance and management

Governing document

The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

Recruitment and appointment of new trustees

Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. New trustees must be approved by the board and are appointed by an ordinary resolution of the company. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one third of the trustees (with longest service) are subject to retirement by rotation.

Organisational structure

Brentford FC Community Sports Trust is a company limited by guarantee and is registered with the Charity Commission.

A Chief Executive, who is not a trustee, operates Brentford FC Community Sports Trust on a day-to-day basis, with a senior leadership team including an Operations Director and project lead managers within key trust themes.

Reference and Administrative Details

Registered Company Number

05602833 (England and Wales)

Registered Charity Number

1112784

Registered Office

Underwood House
1A Thomas Layton Way
Brentford
TW8 0SB

Trustees

Ian Dobie
Donald Gilbert Kerr
Brian Robert Burgess
John Lawrence Cudmore
Eileen De Souza (resigned 23.9.21)
Karl Adrian Reynolds
Anita Ralli
Chris Gammon
Marcella Eileen Phelan

Ian Dobie is the Chariman, Donald Kerr is the Vice Chairman.

Chief Executive

Lee Doyle

Company Secretary

Jacqueline Clair Montague

Auditors

Peter Upton (Statutory Auditor)
PO Box 782
Maidenhead
Berks
SL6 1FR

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4B

Bankers

The Cooperative Bank
Ealing Branch
14 New Broadway
Ealing
London
W5 2XL

Report of the Trustees for the Year Ended 31 March 2022

Statement of Trustees Responsibilities

The trustees (who are also the directors of Brentford FC Community Sports 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.

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

Approved by order of the board of trustees on 05/10/22
and signed on its behalf by:



Ian Dobie - Trustee

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

Opinion

We have audited the financial statements of Brentford FC Community Sports Trust (the 'charitable company') for the year ended 31 March 2022 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 March 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:

Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

- the information given in the Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report 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 Strategic Report and 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or 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 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 based on these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

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

We exercise professional judgement and maintain professional scepticism throughout the audit. It is our responsibility to identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, to design and perform audit procedures responsive to those risks and to obtain evidence that is sufficient and appropriate to provide a basis for our opinion.

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



Report of the Independent Auditors to the Members of Brentford FC Community Sports Trust

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 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.

Peter Upton (Senior Statutory Auditor)
for and on behalf of Peter Upton (Statutory Auditor)
PO Box 782
Maidenhead
Berks
SL6 1FR

Date: 31 October 2022

Statement of Financial Activities for the Year Ended 31 March 2022

	Notes	Unrestricted funds (£)	Restricted funds (£)	31.3.22 Total funds (£)	31.3.21 Total funds (£)
Income and Endowments from					
Donations and legacies	2	365,855	17,839	383,694	571,563
Charitable activities	4				
Core		145,624	-	145,624	71,382
Education and employment		269,823	245,157	514,980	387,117
Sports participation		931,443	-	931,443	18,231
Intervention		551,052	534,608	1,085,660	1,246,981
Health		-	42,983	42,983	71,974
Investment income	3	1,626	-	1,626	1,843
Total		2,265,423	840,587	3,106,010	2,369,091
Expenditure on					
Charitable activities	5				
Core		121,145	-	121,145	525,089
Education and employment		281,199	261,555	542,754	318,577
Sports participation		885,879	-	885,879	411,669
Intervention		611,227	574,008	1,185,235	819,428
Health		-	54,661	54,661	76,100
Total		1,899,450	890,224	2,789,674	2,150,863
Net income		365,973	(49,637)	316,336	218,228
Transfers between funds	16	(25,375)	25,375	-	-
Net movement in funds		340,598	(24,262)	316,336	218,228
Reconciliation of funds					
Total funds brought forward		547,109	157,543	704,652	486,424
Total funds carried forward		887,708	133,280	1,020,988	704,652

The notes form part of these financial statements.

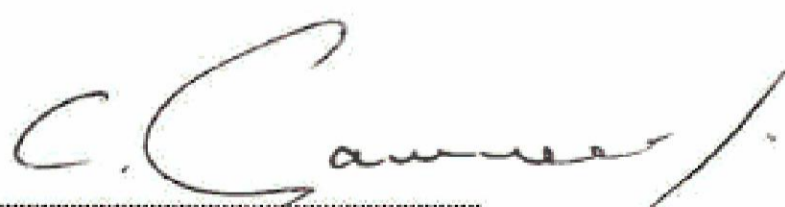
Balance Sheet

31 March 2022

	Notes	Unrestricted funds (£)	Restricted funds (£)	31.3.22 Total funds (£)	31.3.21 Total funds (£)
Fixed assets					
Tangible assets	11	59,520	-	59,520	36,791
Current Assets					
Debtors	12	466,045	50,227	516,272	263,096
Cash at bank	13	1,125,344	111,972	1,237,316	825,459
		1,591,389	162,199	1,753,588	1,088,555
Creditors					
Amounts falling due within one year	14	(763,201)	(28,919)	(792,120)	(420,694)
Net current assets		828,188	133,280	961,468	667,861
Total assets less current liabilities		887,708	133,280	1,020,988	704,652
Net assets		887,708	133,280	1,020,988	704,652
Funds					
	16				
Unrestricted funds				887,708	547,109
Restricted funds				133,280	157,453
Total				1,020,988	704,652

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 5/10/22 and were signed on its behalf by:


Chris Gammon, Trustee

The notes form part of these financial statements.

Cash Flow Statement for the Year Ended 31 March 2022

	Notes	31.3.22 (£)	31.3.21 (£)
Cash flows from operating activities			
Cash generated from operations	1	447,421	163,074
Net cash provided by operating activities		447,421	163,074
Cash flows from investing activities			
Purchase of tangible fixed assets		(39,814)	(27,390)
Sale of tangible fixed assets		2,624	3,705
Interest received		1,626	1,843
Net cash used in investing activities		(35,564)	(21,842)
Change in cash and cash equivalents in the reporting period		411,857	141,232
Cash and cash equivalents at the beginning of the reporting period		825,459	684,227
Cash and cash equivalents at the end of the reporting period		1,237,316	825,459

The notes form part of these financial statements.

Notes to the Cash Flow Statement for the Year Ended 31 March 2022

1. Reconciliation of net income to net cash flow from operating activities

	31.3.22 (£)	31.3.21 (£)
Net income for the reporting period (as per the Statement of Financial Activities)	316,336	218,228
Adjustments for:		
Depreciation charges	14,461	15,655
Interest received	(1,626)	(1,843)
Decrease/(increase) in debtors	(253,176)	132,940
(Decrease)/increase in creditors	371,426	(201,906)
Net cash provided by operations	447,421	163,074

2. Analysis of changes in net funds

	At 1.4.21 (£)	Cash flow (£)	At 31.3.22 (£)
Net cash			
Cash at bank	825,459	411,857	1,237,316
	825,459	411,857	1,237,316
Net cash provided by operations	825,459	411,857	1,237,316

The notes form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2022

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.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income from donations and grants is accounted for when received, with grant income being deferred when received in advance or accrued for when payment is received in arrears. Income from charitable activities is accounted for when earned on an accruals 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.

Charitable activities

Resources expended on charitable resources are those applied to activities undertaken to meet the charity's objectives.

Allocation and apportionment of costs

Where reliable information is readily available, expenditure is allocated directly to the relevant cost centre or appropriately apportioned to more than one cost centre. Other costs may be apportioned on a reasonable and justifiable basis in accordance with the nature of the expenditure.

Tangible fixed assets

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

Sports equipment	-	25% on cost
Motor vehicles	-	25% on reducing balance
Fixtures and fittings	-	10% on cost
IT equipment	-	25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

The charity is not registered for VAT so recoverable VAT is accounted for with the expenditure to which it relates.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2022

1. Accounting policies - continued

Pension costs

The charitable company operates a defined contribution pension scheme and auto-enrolment. Contributions payable to both schemes are charged to the Statement of Financial Activities in the period to which they relate.

Funds structure

Reserves are transferred between restricted funds with the agreement of the funder when funds received for one project can be reallocated to another project.

Reserves are allocated to designated funds from unrestricted reserves at the discretion of the trustees. The fixed assets reserve represents the net book value of tangible fixed assets.

Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

Financial instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments, which are initially recognised at transaction value and subsequently measured at their settlement value.

2. Donations and legacies

	31.3.22	31.3.21
	(£)	(£)
Donations	243,238	221,567
Other income	123,808	101,411
Government grant - JRS	16,648	248,585
	383,694	571,563

3. Investment income

	31.3.22	31.3.21
	(£)	(£)
Interest receivable	1,626	1,843

4. Income from charitable activities

	Activity	31.3.22	31.3.21
		(£)	(£)
Coaching fees, match day income, and education courses	Core	145,624	71,382
Coaching fees, match day income, and education courses	Education and employment	514,980	387,117
Coaching fees, match day income, and education courses	Sports participation	931,443	18,231
Coaching fees, match day income, and education courses	Intervention	1,085,660	1,246,981
Coaching fees, match day income, and education courses	Health	42,983	71,974
		2,720,690	1,795,685

Notes to the Financial Statements for the Year Ended 31 March 2022

5. Charitable activities cost

	Direct Costs (£)	Support costs (see note 6) (£)	Totals (£)
Core	(638,089)	759,234	121,145
Education and employment	542,754	-	542,754
Sports participation	885,879	-	885,879
Intervention	1,180,910	4,325	1,185,235
Health	54,661	-	54,661
	2,026,115	763,559	2,789,674

6. Support costs

	Management (£)	Finance (£)	Governance costs (£)	Totals (£)
Core	752,499	662	6,073	759,234
Intervention	4,325	-	-	4,325
	756,824	662	6,073	763,559

7. Net income/(Expenditure)

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

	31.3.22 (£)	31.3.21 (£)
Audit fees	6,073	6,059
Depreciation - owned assets	14,461	15,655

Notes to the Financial Statements for the Year Ended 31 March 2022

8. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses for the year ended 31 March 2022 or the year ended 31 March 2021.

9. Staff costs

	31.3.22 (£)	31.3.21 (£)
Wages and salaries	1,912,618	1,582,567
Social security costs	150,523	129,899
Other pension costs	55,521	37,675
	2,118,662	1,750,141

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

	31.3.22	31.3.21
Permanent staff	48	44
Casual coaches	55	52
	103	96

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

	31.3.22	31.3.21
£71,001 - £90,000	1	1
£100,001 - £110,000	1	1
	2	2

Key management are the Trustees, the CEO and the Senior Leadership team. Their total remuneration for the year was £478,584 (2021: £406,090).

Pension commitments

The charity operates a defined contribution pension scheme and auto-enrolment. The cost of the schemes to the charity for the year was £55,521 (2021: £37,675).

Notes to the Financial Statements for the Year Ended 31 March 2022

10. Comparatives for the statement of financial activities

	Unrestricted funds (£)	Restricted funds (£)	Total funds (£)
Income and Endowments from			
Donations and legacies	558,161	13,402	571,563
Charitable activities			
Core	71,382	-	71,382
Education and employment	212,121	174,996	387,117
Sports participation	18,231	-	18,231
Intervention	729,872	517,109	1,246,981
Health	-	71,974	71,974
Investment income	1,843	-	1,843
Total	1,591,610	777,481	2,369,091
Expenditure on			
Charitable activities			
Core	525,089	-	525,089
Education and employment	185,767	132,810	318,577
Sports participation	411,669	-	411,669
Intervention	399,144	420,284	819,428
Health	-	76,100	76,100
Total	1,521,669	629,194	2,150,863
Net income	69,941	148,287	218,228
Reconciliation of funds			
Total funds brought forward	477,170	9,254	486,424
Total funds carried forward	547,111	157,541	704,652

Notes to the Financial Statements for the Year Ended 31 March 2022

11. Tangible fixed assets

	Sports equipment (£)	Motor vehicles (£)	Office equipment (£)	Totals (£)
Cost				
At 1 April 2021	68,228	44,512	117,923	230,663
Additions	1,030	-	38,784	39,814
Disposals	(40,226)	(12,260)	(48,733)	(101,219)
At 31 March 2022	29,032	32,252	107,974	169,258
Depreciation				
At 1 April 2021	63,339	40,247	90,286	193,872
Charge for year	2,129	1,066	11,266	14,461
Eliminated on disposal	(40,226)	(11,339)	(47,030)	(98,595)
At 31 March 2022	25,242	29,974	54,522	109,738
Net Book Value				
At 31 March 2022	3,790	2,278	53,452	59,520
At 31 March 2021	4,889	4,265	27,637	36,791

12. Debtors: Amounts falling due within one year

	31.3.22	31.3.21
	(£)	(£)
Trade debtors	380,473	198,201
Other debtors	1,325	2,006
Prepayments and accrued income	134,474	62,889
	516,272	263,096

Notes to the Financial Statements for the Year Ended 31 March 2022

13. Cash at bank

	31.3.22 (£)	31.3.21 (£)
Fund bank accounts as asset	1,237,316	825,459
Fund bank accounts as a liability	-	-
	1,237,316	825,459

14. Creditors: Amounts falling due within one year

	31.3.22 (£)	31.3.21 (£)
Trade creditors	64,414	1,056
Social security and other taxes	64,315	-
Other creditors	7,363	6,406
Accruals and deferred income	656,028	413,232
	792,120	420,694

Deferred Income

Deferred income is recognised for income received in advance over the correct period of project funding, agreed by the funders.

	31.3.22 (£)	31.3.21 (£)
Opening balance	332,351	403,431
Provided for year	569,150	332,351
Moved to Profit and Loss	(332,351)	(403,431)
Balance at year end	569,150	332,351



Notes to the Financial Statements for the Year Ended 31 March 2022

15. Leasing agreements

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.22 (£)	31.3.21 (£)
Within one year	41,480	24,400
Between one and five years	75,000	73,200
In more than five years	40,000	-
	156,480	97,600

16. Movement in funds

	At 1.4.21 (£)	Net movement in funds (£)	Transfers between funds (£)	At 31.3.22 (£)
Unrestricted funds				
General Fund	411,672	355,752	4,071	771,495
Fixed Assets	36,791	-	22,729	59,520
Social, Health & Education	98,646	10,222	(52,175)	56,693
	547,109	365,974	(25,375)	887,708
Restricted funds				
Engagement	99,255	(29,443)	25,375	95,187
Education	45,714	(3,149)	-	42,565
Health	(12,440)	(11,680)	-	(24,120)
Intervention	25,014	(5,366)	-	19,648
	157,543	(49,638)	25,375	133,280
Total funds	704,652	316,336	-	1,020,988

Notes to the Financial Statements for the Year Ended 31 March 2022

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	1,826,793	(1,471,041)	355,752
Social, Health & Education	438,630	(428,408)	10,222
	2,265,423	(1,899,449)	365,974
Restricted funds			
Engagement	330,866	(360,309)	(29,443)
Education	258,406	(261,555)	(3,149)
Health	42,981	(54,661)	(11,680)
Intervention	208,334	(213,700)	(5,366)
	840,587	(890,225)	(49,638)
Total funds	3,106,010	(2,789,674)	316,336

Comparative for movement in funds

	At 1.4.20 (£)	Net movement in funds (£)	Transfers between funds (£)	At 31.3.21 (£)
Unrestricted funds				
General Fund	377,736	68,766	(34,830)	411,672
Fixed Assets	28,761	-	8,030	36,791
Social, Health & Education	70,673	1,173	26,800	98,646
	477,170	69,939	-	547,109
Restricted funds				
Engagement	9,579	89,676	-	99,255
Education	3,529	42,185	-	45,714
Health	(8,314)	(4,126)	-	(12,440)
Intervention	4,460	20,554	-	25,014
	9,254	148,289	-	157,543
Total funds	486,424	218,228	-	704,652

Notes to the Financial Statements for the Year Ended 31 March 2022

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	1,279,032	(1,210,266)	68,766
Social, Health & Education	312,578	(311,405)	1,173
	1,591,610	(1,521,671)	69,939
Restricted funds			
Engagement	322,472	(232,796)	89,676
Education	174,995	(132,810)	42,185
Health	71,974	(76,100)	(4,126)
Intervention	208,040	(187,486)	20,554
	777,481	(629,192)	148,289
Total	2,369,091	(2,150,863)	218,228

Transfers between funds

A transfer from general funds to the fixed assets fund is made in respect of capital additions and disposals during the year.

Notes to the Financial Statements for the Year Ended 31 March 2022

17. Employee benefit obligations

The charity operates a defined contribution pension scheme and auto-enrolment. The cost of the schemes to the charity for the year was £55,521 (2021: £37,675).

18. Related party disclosures

Donations received during the period included:

- £146,690 (2021 - £190,158) from Brentford Football Club Ltd.

Other income received during the period included:

- £221,195 (2021: £32,000) from Brentford Football Club Ltd.

Expenditure for the period included:

- £70,980 (2021 - £51,493) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £142,522 (2021: £33,327) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £18,536 (2021: £9,192) owed to Brentford Football Club Ltd.

During the year Brentford Football Club brought staff uniform to the value of £32,485 and donated to the Charity.

19. Ultimate controlling party

The charity is controlled by the Board of Trustees, who are the directors of the company.

This page does not form part of the statutory financial statements.

Detailed Statement of Financial Activities for the Year Ended 31 March 2022

	31.3.22	31.3.21
	(£)	(£)
Income and Endowments		
Donations and legacies		
Donations	243,238	221,567
Other income	123,808	101,411
Government grant- JRS	16,648	248,585
	383,694	571,563
Investment income		
Interest receivable	1,626	1,843
Charitable activities		
Coaching fees, match day income and education courses	2,720,690	1,795,685
Total incoming resources	3,106,010	2,369,091
Expenditure		
Charitable activities		
Wages	1,425,415	1,176,554
Social security	96,931	85,238
Pensions	30,047	23,344
Premises costs	1,720	1,350
Other staff costs	-	49,091
Recruitment and training	(2,430)	13,879
Trophies	3,228	3,544
Sports and training requisites	103,651	53,802
Facilities hire	280,492	63,098
Equipment hire	673	93
Sundry purchases	19,489	7,467
Motor expenses	23,334	8,547
Travelling expenses	13,040	9,509
Marketing	7,663	6,954
Clothing	16,223	28,987
Entertainment	2,711	-
Online Sales Fees	3,928	2,974
	2,026,115	1,534,431

This page does not form part of the statutory financial statements.

Detailed Statement of Financial Activities for the Year Ended 31 March 2022

Support costs	31.3.22	31.3.21
	(£)	(£)
Management		
Wages	487,203	406,013
Social security	53,592	44,661
Pensions	25,474	14,331
Premises costs	61,142	36,760
Insurance	2,148	3,245
Telephone, computer & internet	51,215	45,038
Postage and stationery	3,288	4,442
Sundries	4,843	1,398
Carried forward	688,905	555,888
<hr/>		
Management		
Brought forward	688,905	7,018
Meetings	2,853	28,044
Subscriptions	6,727	7,018
Professional fees	43,878	28,044
Depreciation of tangible and heritage assets	14,461	18,832
	756,824	609,854
<hr/>		
Finance		
Bank charges	662	519
<hr/>		
Governance costs		
Auditors' remuneration	6,073	6,059
<hr/>		
Total resources expended	2,789,674	2,150,863
<hr/>		
Net income	316,336	218,228
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BRENTFORD FC COMMUNITY SPORTS TRUST

England & Wales - Charity number 1112784

Accounts



Community Sports Trust

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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Brentford Community Sports Trust

Brentford FC Community Sports Trust is an independent charity which operates in partnership with Brentford Football Club and a range of other local, regional and national organisations. We use the power of sport and education to inspire people; raise the aspirations of our local community; develop community facilities; and to give local people the confidence and skills to reach their full potential.

Working together with our partner organisations, we are committed to having a positive impact on people's lives and creating significant benefits to the communities we serve. Sustainability is central to everything we do, and our projects are designed with longevity in mind – both in terms of being able to sustain long-term delivery and making sure the impact we have on individuals makes a lasting difference to their lives.

As a charity we aim to deliver meaningful impacts addressing local need, based on significant insight via partnerships with like-minded organisations and employing genuine analysis of local data. Our delivery is designed to break down barriers, to inspire the people we work with, to help them realise their potential and achieve their goals, and to develop a pride in themselves and the communities in which they live.

Our vision is:

"To use sport to engage, inspire and empower people in west London to achieve their life goals."

Underpinning those three objectives are our charity values, namely:

- Inspiring
- Innovative
- Inclusive

Summarising our approach is our mission statement:

To create an exciting, progressive and socially inclusive multi-sports participation, coach education and facility development programmes, enabling participants, coaches and volunteers to realise their potential.

Trustees Report

The trustees, who are directors for the purposes of company law, hereby present the annual report together with the financial statements of the charitable company for the year ended 31 March 2021.

Objectives and activities

Public benefit

Rewind to March 2020, an ambitious growth strategy combining new staff and facilities was ready for sign off and then came the announcement of the first lockdown. This, as we now know was the beginning of an unprecedented time that would test us all, mentally, physically and financially, as individuals, communities and within the establishments that we operate. We immediately switched to a crisis mode of operation, setting up response teams made up of officers and trustees. The government Job Retention Scheme provided us with the flexibility to adjust to the conditions, with the aim of protecting the organisation and its employees from the financial impact and long-term uncertainty imposed by the pandemic.

Our primary concern was our staff and participants. We consulted staff and they all wanted to do what they could to continue our services. We then consulted partner schools and organisations. This resulted in a collective response to support the effort in keyworker schools, develop and deliver activity bags enabling children living in areas such as high rise blocks with limited space to develop their own indoor games and to provide telephone and online support to our vulnerable groups. We also developed a series of webinars involving Trust staff and players from both our Womens and Mens teams, covering topics including resilience, health and nutrition, plus of course sport, including football and gymnastics. Out of adversity came innovation and a sense of hope.

The pandemic delayed our plans to initiate a range of outdoor football and indoor sports activities at the new sports hub at Gunnersbury Park. During the Lockdown periods and summer 2020, we became aware of youths accessing the closed facility by scaling the fences and breaching the locks. We supported the wider partnership by providing a staff team to positively engage the young people, setting up a number of activities operating within the rules for outdoor sport.

Trustees Report

Our strategic partners and funders worked with us to ensure that we could continue to deliver activity with an understanding that we would be creative in our delivery. In many cases the funders also agreed that we would carry forward funding and fully re-launch when we could do so.

Emerging from the pandemic we are in very good shape to respond to increased need for activities and extended services. The flagship Park Life site at Gunnersbury Park is now open and we have an office base at the site. This is in close proximity to the new Brentford Community Stadium and our new Social, Education and Health hub. Looking from the air, it is clear that we have a fantastic campus which presents a canvas on which we can creatively tackle the increased challenges faced by members of our surrounding communities, with regard to mental and physical health, education, employment and training.

It was a tough year, but we are at our best when faced with a challenge. It has never been more important for us all to work together for a brighter future and we are uniquely placed to be part of the solution.

Monitoring & Evaluation

We established a new team to improve the gathering of our qualitative and quantitative evidence, ensuring that stakeholders can articulate our social value both internally and externally. The impact of the Trust far exceeds our participant numbers, and it is the long-term impact that our programmes have on individuals, although harder to quantify, that truly exemplifies the skill and expertise of our staff and programmes.

We have made progress in this area over the last year with the development of the dashboard and the use of tableau to visually show impact. However, a clear process, defined team and greater rigour will ensure a shared accountability across all teams and programmes.

From the new academic year, the team will provide training support, additional resource where needed whilst tracking data at department level, on a weekly basis. Its success will be measured when the data within our online platform is easily accessible, up to date, and accurate, enabling us to produce

monthly impact reports/ newsletters to Trustees and stakeholders.

With the diversity of programmes and participants anticipated to grow significantly over the coming months and years, it is important that we improve and refine process, enabling us to report back accurately to funders, trustees and other stakeholders, on the depth and breadth of Trust programmes.

Achievement and Performance

Review of activities

Brentford FC Community Sports Trust responded to the pandemic by adapting our response to make a positive difference. Between April 2020 and March 2021, we provided support to 7501 individual participants from within our community across the London boroughs of Hounslow, Ealing and Richmond.

Working in consultation with our Board of Trustees, we adapted working practices and invested in infrastructure to ensure that staff could continue to deliver projects effectively and safely; and respond appropriately to community need. We ensured that we were Licenced to Operate, with appropriate governance, safeguarding and health & safety procedures initiated to ensure that our activities were safe for participants and staff.

A proactive approach focussed on three key areas - participants, staff and partners.

Outreach sports staff and youth workers supported disadvantaged families on estates; provided specialist 1:1 mentoring; and pastoral support for teenagers and young adults. We initiated the BeeatHome campaign, ensuring 600 Trust designed activity packs were delivered across eight Hounslow housing estates, encouraging children and adults to keep active and remain engaged with the Club. This was followed by at #BeeWell, supported by EcoWorld London, aimed at helping people with their physical and mental well-being as a response to evidence that the crisis had worsened young people's mental health. Social media platforms were utilised to set online challenges and webinars with staff and guest BFC players. At Christmas vulnerable families benefited from our Festive Feast initiative, in partnership with local

Trustees Report

company, PizzaSi. 300 fresh pizzas were delivered to local families and residents in disadvantaged areas. Children and young people with disabilities were supported through our Hounslow Short Breaks programme. We offered a range of online programmes including weekly home activity videos, online multi-sports & social group sessions, and the continuation of the Leadership and Volunteering Programme for participants aged 13-18 years, including the completion of two AQA courses. 200 families were supported with respite time whilst their children/young people engaged in our activities.

The Deaf Sports Plus Project supported 100 deaf people. Online support included the introduction of weekly multi-sports sessions at a local primary school, home activity videos created by young deaf people, and a new Leadership Programme for participants aged 13-21 years. Also, in partnership with Action-attainment in Richmond, over 60 young people with social and communication difficulties were supported with accessible activity.

Participants within our Young Carers programme continued to be offered support. Online Zoom sessions were introduced with workshops including Art & Music, Mental Health & Wellbeing. Welfare calls to families ensured that we retained our connection

and support until we were able to resume face to face outdoor activity as restrictions eased. A grant from the Hounslow Response fund supported 100 Young Carers with family hampers and well-being bags.

We continued our schools provision, working directly with vulnerable and key worker children. Regular weekly delivery at 18 primary schools ensured children had access to high quality provision in a challenging year. 200 school children received P.E. bags, enabling pupils to have their own individual equipment. 6-week lesson plans were compiled and distributed, while PE resource packs were developed for teachers. These initiatives led to interaction with over 2000 pupils/families, increasing school day average physical engagement levels by 120 minutes per week.

PE Coordinators said that the activity bags "provided much needed sporting equipment and resources to support pupils and families in and out of school". Parents commented that the "pressure" from their children to go out and exercise, had increased their own physical activity levels.

The English Football League Trust and Ferrero funded Joy of Moving project saw us engage with 60 primary schools across 2 different campaigns throughout the year, promoting health, nutrition and well-being.



Trustees Report

Online engagement was a new focus. We achieved fantastic support from Brentford Football Clubs men's and women's first-team squads. Providing a new approach to engaging our community, a range of online webinars were launched with guest appearances from players and the creation of safe and engaging universal content via online platforms designed to appeal to participants across all our projects.

We created an online Premier League Primary Stars Hub for pupils and teachers to access Literacy, Numeracy and PE resources. Engaging 200+ participants, the literacy & numeracy element helped improve pupil confidence and self-esteem in the subjects. PLCF consultant Mel Kinnear agreed, saying that the "...hub was truly outstanding on so many levels.....visually appealing and interactive."

Within our education & learning support department, LB Ealing commissioned us to provide a range of positive activities to support the Brighter Futures Programme and Early Intervention Services - for young people in and on the edge of care.

12 young people with a complex range of needs successfully received 40 hours of support over a 6-month period, working intensively with staff to improve their self-esteem, leading to wider engagement in education, training and employment and enhanced stability in their lives.

Working closely with a dedicated multi-disciplinary team within the local authority Building My Future programme, 8 young people from mainstream education were referred due to needs including gang affiliated activity, mental health, managing behaviour, developmental trauma, speech and language and anger management. Over a 3-6 month period, each young person received weekly sessions from a BFCCST mentor, who provided a safe environment to support and build strategies to successfully help manage their needs.

In partnership with Brentford FC and Digital Works, we created an interactive history workshop delivered to 360 pupils aged 10-11yrs old, from 6 primary schools in Ealing, Richmond and Hounslow. 360 learning hours were completed while a full set of teaching resources and an interactive presentation was produced to enable teachers to deliver independently whilst

covid-19 Lockdown restrictions were in place. Within our National Citizen Service (NCS) offer, we adapted our programme in line with NCS and government guidance. 15 new seasonal staff were recruited to support the 95 young people that completed the summer or autumn programme, with 2,784 social action hours achieved, including 624 hours of direct volunteering with local community organisations.

Our boys' post-16 education and football programme continued with appropriate adaptation to Covid-19 conditions. While undertaking BTEC or A Level study at their chosen school or college, Trust staff have supported 80 aspiring footballers with their training, nutrition & fitness, and competitive match programme. Online training plans and activity were developed during Lockdown periods, while face to face activity resumed as soon as conditions allowed. We also initiated plans to create a female post 16 equivalent, with trials and training taking place throughout the year as part of the recruitment process for a girl's cohort to launch in September 2021.

Within health, we ran 239 sessions, engaged 314 unique participants and achieved a total of 1895 attendances. Three separate adult weight management courses throughout the year proved effective, with participants losing an average of 6kg over the 12-week programmes. We continued our successful partnership with NHS Hounslow dieticians to deliver child weight management classes. Our work with the recovery college continued online and we started a new mental health project in partnership with the Hounslow IAPT (Increasing Access to Psychological Therapies) service to deliver psychological wellbeing tips alongside football strength and skills classes.

The year also saw us move to new offices and a central sports hub at Gunnersbury Park, working closely with local Councils, key stakeholders and partner organisations to ensure that the new facilities were quickly operational and accessible. Following reports of trespass and breaking of locks plus reports of up youths accessing the new Park Life facility, we worked with the local authority and other key partners to clear the rubbish and engage directly with over 100 youths in organised positive sports activity utilising the new Artificial Grass Pitches.

Funding remained a focus, both in our ability to

Trustees Report

adapt to the new working conditions and appropriate Covid response activity on the ground. The London Community Relief Fund and Sport England provided staff online infrastructure and resources, enabling effective home working.

Despite the financial difficulties for businesses, we worked in partnership with Brentford Football Club on fundraising and commercial support, raising over £100,000 for investment in community projects.

The unified response of our staff through direct action has been inspiring for participants and beneficiaries, attracting praise from the Mayor of London through a letter to Brentford Football Club recognising the support offered to residents and families in west London.

The table below shows our engagement levels over the past 3 financial years:

	2018-2019	2019-2020	2020-2021
Number of participants	10,818	11,206	7,501
Aggregate attendance	211,115	216,446	110,989
Av. Contact hours	32.08	31.48	24.27
No. of sessions	11,407	11,649	12,704

Post year end 31.3.2021 events

The emergence from Lockdown 3 represented an ideal opportunity for us to reconnect quickly with our community and showcase our new sports hub and offices at Gunnersbury Park.

Easter 2021 saw us deliver Holiday Hunger camps in partnership with Hounslow Council with more planned for later in the year; 185 boy and girls registered to attend a range of holiday provision including football and gymnastics at Gunnersbury Park; our first training and match programme of the year for male and female football development players took place; and we continued to expand our post 16 football and education programme with trials for our first female cohort as part of a recruitment drive for September 2021.

In May, a long-term partnership with Hounslow Council and The Johan Cruyff Foundation resulted in the completion and opening of a high quality 'Cruyff Court' at Brentford FC's former home at Griffin Park and the club's new stadium at Lionel Rd. The new facility will provide local children and families plus the wider community with access to a superb new all-weather surface for sport.



Trustees Report

In autumn 2021 the Trust is planning to move into its purpose-built new office facilities adjacent to the Brentford Community Stadium. Considerable work has been undertaken on planning the move, evaluating capital expenditure required to furnish the new offices and reviewing new activities that can be delivered from the premises.

We appointed a Head of Education & Social Hub, tasked with developing a facility utilisation strategy and to explore new partnerships with the aim of maximising facility accessibility and usage. Plans include providing improved opportunities for young people to transition from education into work or training, plus enhance the pathways for participants within other Trust activity programmes.

A new partnership with the West London NHS Trust and the opportunity to base a Recovery College within the new education & social hub at Lionel Rd is now in the final stages of negotiation. The centre would provide a training and resource centre, developing and delivering education while providing the tools and guidance to support wellbeing and the self-management of mental health difficulties.

Throughout the summer period we have developed a range of activities to support our community. Funding from London Boroughs of Hounslow & Ealing enabled us to deliver Holiday Hunger camps for over 250 children at various locations. Regular multi-sport holiday camp provision for local children and families has also been available, while our football development and post 16 programme have utilised the new facilities with 775 boys and girls attending trials and pre-season football training camps.

Competitive summer events took place with our first Gunnersbury Cup attended by over 100 boys and girls grassroots football teams. We also hosted the first stage of the NHS United for London regional football tournament, inviting NHS staff from various hospitals to participate in a five-a-side football tournament as a thank you for their dedication and hard work throughout the pandemic.

Our NCS project delivered its biggest programme to date, with 289 young people attending during the spring and summer. 24 new seasonal staff were recruited to work alongside 20 voluntary and

professional partners to support the NCS participants with completing over 8500 hours of social action.

In May, Brentford FC achieved promotion to the Premier League. This has already led to increased recognition and partnership opportunities for the Trust. Additional funding streams from the Premier League are also available, for both core and project funding and the Trust is actively pursuing these.



Trustees Report

Structure, governance and management

Reference and Administrative Details

The charity is incorporated in England and Wales.

Company Registration Number

05602833

Charity Registration Number

1112784

Principal Office

Gunnersbury Park Sports Hub
Popes Lane
London
W3 8LQ

Trustees

Ian Dobie (Chair)
Donald Gilbert Kerr (Vice Chairman)
Brian Robert Burgess
John Lawrence Cudmore
Eileen De Souza
Karl Adrian Reynolds
Anita Ralli
Chris Gammon
Marcella Eileen Phelan

Company Secretary

Jacqueline Clair Montague

Auditors

Peter Upton (Statutory Auditor)
PO Box 782
Maidenhead
Berks
SL6 1FR

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4B

Governing document

The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

Recruitment and appointment of new trustees

Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. New trustees must be approved by the board and are appointed by an ordinary resolution of the company. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one third of the trustees (with longest service) are subject to retirement by rotation.

Organisational structure

BFCCST is a company limited by guarantee and is registered with the Charity Commission.

A Chief Executive, who is not a trustee, operates BFCCST on a day-to-day basis, with a senior leadership team including an Operations Director and project lead managers within key trust themes.

Trustees Report

Financial review

The income for 2020-21 is £2,369,091 which is 4% higher than the previous year. The increase reflects £248,585 claimed under the Government's Job Retention Scheme and 18% higher restricted grant income, offset by an 18% fall in unrestricted income as a result of the impact of the pandemic on Football Development and Schools programmes. The cost for 2020-21 is £2,150,863 a 3% decrease on the previous year. Whilst staff costs increased by 12% during the year, this was offset by a 52% reduction of activity costs such as venue hire due to the impact of the pandemic and delivery of some activities via the internet. In addition, there was a 46% reduction in support costs, with the Trust vacating its offices in Half Acre, in advance of transferring to new premises adjacent to the Community Stadium and utilising remote working during the pandemic.

Financial position

We operate a full cost recovery model re-charging a proportion of fixed and variable costs back to projects. Whilst BFCCST is increasing its reach and scale we are aware that the core function requires investment to cope with growth. We are working to increase income levels in order to provide additional cover for overheads by generating unrestricted or targeted funds through fundraising. Individual project managers remain responsible for funding, supported by the core.

Staff and facilities remain our biggest cost, but we recognise that our staff are also our biggest asset. We are scaling up staff in a structured way in order that we can maintain a skilled flexible workforce that has the ability to deliver both existing and new projects/opportunities. The nature of our work means that staff are based at multiple locations from morning to evening throughout the year. This has a risk of creating a fragmented zero hours' contract work culture if not approached in a strategic way. Our plan is to keep moving the workforce forward in terms of training, conditions and working hours.

Activities at major new facilities, starting from a base level, combined with an expansion in our coaching workforce will require investment, but our projections indicate that this will be a positive, manageable step

change for the Trust, providing increased reach and scope in line with Trust objectives.

Reserves Policy

The Trust's policy is to maintain our Reserves at a level which is at least equivalent to three months operating expenses.

Quarterly operating expenditure is estimated at £450,000 at the year end, up from £425,000 last year. The Trustees are mindful that this is likely to increase over the next twelve months as the Gunnersbury Park Project continues to expand, with Community Stadium Hub and other new initiatives commencing.

The reserves that we have set aside provide financial stability and the means for the development of our current activities. The reserves also provide the financial resources to support investment required in progressing Gunnersbury Park and commencing new projects such as the Community Stadium Hub. We continue to review our core function in order that management and governance are geared up for forecasted growth.

The current level of Reserves (unrestricted funds) equates to 2.7 months estimated operating expenses. Following a review of our Reserves Policy, this calculation now excludes Fixed Assets of £36,791, as they are not easily realisable.

The Board regularly (quarterly) reviews the amount of reserves that are required to ensure that they are adequate to fulfil our continuing obligations.

Trustees Report

Our reserves position:

	31.3.21 £	31.3.20 £	% Increase/(Decrease)
Unrestricted Funds (Reserves)	448,463	406,497	10.3%
Restricted/Designated Funds	256,189	79,927	220.5%
Total Funds	704,652	486,424	44.9%
Ratio: Unrestricted Reserves (excl. Fixed Assets) to Annual Operating Expenditure (months)	2.7 months	2.9 months	

Investment performance

BFCST keeps its reserves as cash on deposit split between financial Institutions in order to minimise the risk of loss through bank failure. Interest rates and balances are monitored to ensure the Trust receives a competitive rate of Interest while keeping reserves liquid and risk- free.

Independent Auditors Report

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Independent Auditors Report

Statement of Trustees Responsibilities

The Trustees (who are who are also the directors of Brentford FC Community Sports 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.

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

Approved by order of the board of trustees on 20/12/2021 and signed on its behalf by:



.....
Ian Dobie - Trustee

Independent Auditors Report

Opinion

We have audited the financial statements of Brentford FC Community Sports Trust (the 'charitable company') for the year ended 31 March 2021 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 March 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 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 related 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:

Independent Auditors Report

- the information given in the Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report 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 Strategic Report and 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or 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 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 based on these financial statements.

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

We exercise professional judgement and maintain professional scepticism throughout the audit. It is our responsibility to identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, to design and perform audit procedures responsive to those risks and to obtain evidence that is sufficient and appropriate to provide a basis for our opinion.

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.

Independent Auditors Report

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.



Peter Upton (Senior Statutory Auditor)
for and on behalf of Peter Upton (Statutory Auditor)
PO Box 782
Maidenhead Berks
SL6 1FR

Date: 23 December 2021

Statement of Financial Activities for the Year Ended 31 March 2021

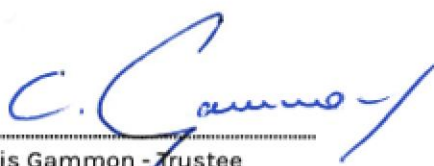
	Notes	Unrestricted funds (£)	Restricted funds (£)	31.3.21 Total funds (£)	31.3.20 Total funds (£)
Income and Endowments from					
Donations and legacies	2	558,161	13,402	571,563	260,881
Charitable activities	4				
Core		71,382	-	71,382	115,302
Education and employment		212,121	174,996	387,117	349,254
Sports participation		18,231	-	18,231	691,509
Intervention		729,872	517,109	1,246,981	765,579
Health		-	71,974	71,974	104,760
Investment income	3	1,843	-	1,843	992
Total		1,591,610	777,481	2,369,091	2,288,277
Expenditure on					
Charitable activities	5				
Core		525,089	-	525,089	250,660
Education and employment		185,767	132,810	318,577	347,818
Sports participation		411,669	-	411,669	785,310
Intervention		399,146	420,284	819,428	726,502
Health		-	76,100	76,100	105,376
Total		1,521,671	629,192	2,150,863	2,215,666
Net income		69,939	148,289	218,228	72,611
Reconciliation of funds					
Total funds brought forward		477,170	9,254	486,424	413,813
Total funds carried forward		547,109	157,543	704,652	486,424

Brentford FC Community Sports Trust (Registered number 05602833)
Balance Sheet 31 March 2021

	Notes	Unrestricted funds (£)	Restricted funds (£)	31.3.21 Total funds (£)	31.3.20 Total funds (£)
Fixed assets					
Tangible assets	11	36,791	-	36,791	28,761
Current Assets					
Debtors	12	230,668	32,428	263,096	396,036
Cash at bank	13	654,380	171,079	825,459	684,227
		885,048	203,507	1,088,555	1,080,263
Creditors					
Amounts falling due within one year	14	(374,730)	(45,964)	(420,694)	(622,600)
Net current assets		510,318	157,543	667,861	457,663
Total assets less current liabilities		547,109	157,543	704,652	486,424
Net assets		547,109	157,543	704,652	486,424
Funds					
Unrestricted funds				547,109	477,170
Restricted funds				157,453	9,254
Total				704,652	486,424

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 20/12/2021 and were signed on its behalf by:



Chris Gammon - Trustee

Cash Flow Statement for the Year Ended 31 March 2021

	Notes	31.3.21 Total funds (£)	31.3.20 Total funds (£)
Cash flows from operating activities			
Cash generated from operations	1	163,074	28,761
Net cash provided by operating activities		163,074	
Cash flows from investing activities			
Purchase of tangible fixed assets		(27,390)	(9,794)
Sale of tangible fixed assets		3,705	(493)
Interest received		1,843	992
Net cash used in investing activities		(21,842)	(9,295)
Change in cash and cash equivalents in the reporting period		141,232	229,983
Cash and cash equivalents at the beginning of the reporting period		684,227	454,244
Cash and cash equivalents at the end of the reporting period		825,459	684,227

Notes to the Cash Flow Statement for the Year Ended 31 March 2021

1. Reconciliation of net income to net cash flow from operating activities

	31.3.21 (£)	31.3.20 (£)
Net income for the reporting period (as per the Statement of Financial Activities)	218,228	72,611
Adjustments for:		
Depreciation charges	15,655	15,826
Interest received	(1,843)	(992)
Decrease/(increase) in debtors	132,940	(121,798)
(Decrease)/increase in creditors	(201,906)	273,631
Net cash provided by operations	163,074	239,278

2. Analysis of changes in net funds

	At 1.4.20 (£)	Cash flow (£)	At 31.3.21 (£)
Net cash			
Cash at bank	684,227	141,232	825,459
	684,227	141,232	825,459
Net cash provided by operations	684,227	141,232	825,459

Notes to the Financial Statements for the Year Ended 31 March 2021

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.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income from donations and grants is accounted for when received, with grant income being deferred when received in advance or accrued for when payment is received in arrears. Income from charitable activities is accounted for when earned on an accruals 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.

Charitable activities

Resources expended on charitable resources are those applied to activities undertaken to meet the charity's objectives.

Allocation and apportionment of costs

Where reliable information is readily available, expenditure is allocated directly to the relevant cost centre or appropriately apportioned to more than one cost centre. Other costs may be apportioned on a reasonable and justifiable basis in accordance with the nature of the expenditure.

Tangible fixed assets

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

Sports equipment	- 25% on cost
Motor vehicles	- 25% on reducing balance
Fixtures and fittings	- 10% on cost
IT equipment	- 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

The charity is not registered for VAT so recoverable VAT is accounted for with the expenditure to which it relates.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2021

1. Accounting policies - continued

Pension costs

The charitable company operates a defined contribution pension scheme and auto-enrolment. Contributions payable to both schemes are charged to the Statement of Financial Activities in the period to which they relate.

Funds structure

Reserves are transferred between restricted funds with the agreement of the funder when funds received for one project can be reallocated to another project.

Reserves are allocated to designated funds from unrestricted reserves at the discretion of the trustees. The fixed assets reserve represents the net book value of tangible fixed assets.

Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

Financial instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments, which are initially recognised at transaction value and subsequently measured at their settlement value.

2. Donations and legacies

	31.3.21 (£)	31.3.20 (£)
Donations	221,567	231,853
Other income	101,411	29,028
Government grant - JRS	248,585	-
	<u>571,563</u>	<u>260,881</u>

3. Investment income

	31.3.21 (£)	31.3.20 (£)
Interest receivable	1,843	992

4. Income from charitable activities

	Activity	31.3.21 (£)	31.3.20 (£)
Coaching fees, match day income, and education courses	Core	71,382	115,302
Coaching fees, match day income, and education courses	Education and employment	387,117	349,254
Coaching fees, match day income, and education courses	Sports participation	18,231	691,509
Coaching fees, match day income, and education courses	Intervention	1,246,981	765,579
Coaching fees, match day income, and education courses	Health	71,974	104,760
		<u>1,795,685</u>	<u>2,026,404</u>

Notes to the Financial Statements for the Year Ended 31 March 2021

5. Income from charitable activities

	Direct Costs (£)	Support costs (see note 6) (£)	Totals (£)
Core	(79,758)	604,847	525,089
Education and employment	311,437	7,140	318,577
Sports participation	411,669	-	411,669
Intervention	814,983	4,445	819,428
Health	76,100	-	76,100
	1,534,431	616,432	2,150,863

6. Support costs

	Management (£)	Finance (£)	Governance costs (£)	Totals (£)
Core	598,269	519	6,059	604,847
Education and employment	7,140	-	-	7,140
Intervention	4,445	-	-	4,445
	609,854	519	6,059	616,432

7. Net income/(Expenditure)

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

	31.3.21 (£)	31.3.20 (£)
Audit fees	6,059	6,045
Depreciation - owned assets	15,655	15,826

Notes to the Financial Statements for the Year Ended 31 March 2021

8. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

During the year ended 31 March 2021 the trustee Eileen Da Souza claimed £0 travel expenses relating to her voluntary work at the Trust's premises.

9. Staff costs

	31.3.21 (£)	31.3.20 (£)
Wages and salaries	1,582,567	1,416,331
Social security costs	129,899	107,887
Other pension costs	37,675	32,660
	<u>1,750,141</u>	<u>1,556,878</u>

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

	31.3.21	31.3.20
Permanent staff	44	42
Casual coaches	52	40
	<u>96</u>	<u>82</u>

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

	31.3.21	31.3.20
£71,001 - £90,000	1	1
£100,001 - £110,000	1	1
	<u>2</u>	<u>2</u>

Key management are the Trustees, CEO and the Senior Leadership Team. Their total remuneration for the year was £406,090 (2020 £340,517) and there was an expansion in the SLT.

Pension commitments

The charity operates a defined contribution pension scheme and auto-enrolment. The cost of the schemes to the charity for the year was £37,675 (2020: £32,660)

Notes to the Financial Statements for the Year Ended 31 March 2021

10. Comparatives for the statement of financial activities

	Unrestricted funds (£)	Restricted funds (£)	Total funds (£)
Income and Endowments from			
Donations and legacies	256,442	4,439	260,881
Charitable activities			
Core	115,302	-	115,302
Education and employment	53,316	295,938	349,254
Sports participation	683,272	8,237	691,509
Intervention	222,583	542,996	765,579
Health	-	104,760	104,760
Investment income	992	-	992
Total	1,331,907	956,370	2,288,277
Expenditure on			
Charitable activities			
Core	248,018	2,642	250,660
Education and employment	65,433	282,385	347,818
Sports participation	776,261	9,049	785,310
Intervention	218,766	507,736	726,502
Health	-	105,376	105,376
Total	1,308,478	907,188	2,215,666
Net income	23,429	49,182	72,611
Transfers between funds	92,715	(92,715)	-
Net movement in funds	116,144	(43,533)	72,611
Reconciliation of funds			
Total funds brought forward	361,026	52,787	413,813
Total funds carried forward	477,170	9,254	486,424

Notes to the Financial Statements for the Year Ended 31 March 2021

11. Tangible fixed assets

	Sports equipment (£)	Motor vehicles (£)	Office equipment (£)	Totals (£)
Cost				
At 1 April 2020	64,905	44,512	101,263	210,680
Additions	3,323	-	24,067	27,390
Disposals	-	-	(7,407)	(7,407)
At 31 March 2021	68,228	44,512	117,923	230,663
Depreciation				
At 1 April 2020	61,574	38,826	81,519	181,919
Additions	1,765	1,421	12,469	15,655
Disposals	-	-	(3,702)	(3,702)
At 31 March 2021	63,339	40,247	90,286	193,872
Net Book Value				
At 31 March 2021	4,889	4,265	27,637	36,791
At 31 March 2020	3,331	5,686	19,744	28,761

12. Debtors: Amounts falling due within one year

	31.3.21	31.3.20
	(£)	(£)
Trade debtors	198,201	335,119
Other debtors	2,006	1,647
Prepayments and accrued income	62,889	59,270
	263,096	396,036

Notes to the Financial Statements for the Year Ended 31 March 2021

13. Cash at bank

	31.3.21 (£)	31.3.20 (£)
Fund bank accounts as asset	825,459	684,227
Fund bank accounts as a liability	-	-
	<u>825,459</u>	<u>684,227</u>

14. Creditors: Amounts falling due within one year

	31.3.21 (£)	31.3.20 (£)
Trade creditors	1,055	48,221
Social security and other taxes	-	35,827
Other creditors	6,406	6,484
Accruals and deferred income	413,233	532,068
	<u>420,694</u>	<u>622,600</u>

15. Leasing agreements

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.21 (£)	31.3.20 (£)
Within one year	24,400	25,687
Between one and five years	73,200	97,600
	<u>97,600</u>	<u>123,287</u>

Notes to the Financial Statements for the Year Ended 31 March 2021

16. Movement in funds

	At 1.4.20 (£)	Net movement in funds (£)	Transfers between funds (£)	At 31.3.21 (£)
Unrestricted funds				
General Fund	377,736	68,766	(34,830)	411,672
Fixed Assets	28,761	-	8,030	36,791
Social, Health & Education	70,673	1,173	26,800	98,646
	477,170	69,939	-	547,109
Restricted funds				
Engagement	9,579	89,676	-	99,255
Education	3,529	42,185	-	45,714
Health	(8,314)	(4,126)	-	(12,440)
Intervention	4,460	20,554	-	25,014
	9,254	148,289	-	157,543
Total funds	486,424	218,228	-	704,652

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

	Incoming resources (£)	Resources expended (£)	Movement in funds (£)
Unrestricted funds			
General Fund	1,279,032	(1,210,266)	68,766
Social, Health & Education	312,578	(311,405)	1,173
	1,591,610	(1,521,671)	69,939
Restricted funds			
Engagement	322,472	(232,796)	89,676
Education	174,995	(132,810)	42,185
Health	71,974	(76,100)	(4,126)
Intervention	208,040	(187,486)	20,554
	777,481	(629,192)	148,289
Total funds	2,369,091	(2,150,863)	218,228

Notes to the Financial Statements for the Year Ended 31 March 2021

16. Movement in funds - continued

	At 1.4.19 (£)	Net movement in funds (£)	Transfers between funds (£)	At 31.3.20 (£)
Unrestricted funds				
General Fund	291,359	7,317	79,060	377,736
Fixed Assets	34,300	-	(5,539)	28,761
Social, Health & Education	35,367	16,112	19,194	70,673
	<hr/> 361,026	23,429	92,715	477,170
Restricted funds				
Engagement	3,645	23,413	(17,479)	9,579
Education	5,421	14,439	(16,331)	3,529
Health	20,569	(8,206)	(20,677)	(8,314)
Football Development	3,127	15,222	(18,349)	-
Intervention	20,025	4,314	(19,879)	4,460
	<hr/> 52,787	49,182	(92,715)	9,254
Total funds	<hr/> 413,813	72,611	-	<hr/> 486,424

Notes to the Financial Statements for the Year Ended 31 March 2021

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	1,102,899	(1,095,582)	7,317
Social, Health & Education	229,008	(212,896)	16,112
	<hr/> 1,331,907	<hr/> (1,308,478)	<hr/> 23,429
Restricted funds			
Engagement	207,715	(184,302)	23,413
Education	217,361	(202,922)	14,439
Health	107,606	(115,812)	(8,206)
Football Development	188,102	(172,880)	15,222
Intervention	235,586	(231,272)	4,314
	<hr/> 956,370	<hr/> (907,188)	<hr/> 49,182
Total	<hr/> <hr/> 2,288,277	<hr/> <hr/> (2,215,666)	<hr/> <hr/> 72,611

Transfers between funds

Surpluses on a designated project funds are transferred to general funds at the end of the year.

A transfer from general funds to the fixed assets fund is made in respect of capital additions and disposals during the year.

Notes to the Financial Statements for the Year Ended 31 March 2021

17. Employee benefit obligations

The charity operates a defined contribution pension scheme and auto-enrolment. The cost of the schemes to the charity for the year was £39,476 (2020: £32,660).

18. Related party disclosures

Donations received during the period included:

- £19,0158 (2020 - £128,660) from Brentford Football Club Ltd.
- 1 day a week volunteer legal assistance from the trustee Eileen De Souza (not quantified in the accounts).

Other income received during the period included:

- £32,000 (2020: £32,838) from Brentford Football Club Ltd.

Expenditure for the period included:

- £51,493 (2020 - £26,891) paid to Brentford Football Club Ltd.

Debtors at the balance sheet date included:

- £33,327 (2020: £26,300) owed by Brentford Football Club Ltd.

Creditors at the balance sheet date included:

- £9,192 (2020: £21,492) owed to Brentford Football Club Ltd.

19. Ultimate controlling party

The charity is controlled by the Board of Trustees, who are the directors of the company.

Detailed Statement of Financial Activities for the Year Ended 31 March 2021

	31.3.21 (£)	31.3.20 (£)
Income and Endowments		
Donations and legacies		
Donations	221,567	231,853
Other income	101,411	29,028
Government grant- JRS	248,585	-
	<hr/> 571,563	<hr/> 260,881
Investment income		
Interest receivable	1,843	992
Charitable activities		
Coaching fees, match day income and education courses	1,795,685	2,026,404
Total incoming resources	<hr/> 2,369,091	<hr/> 2,288,277
Expenditure		
Charitable activities		
Wages	1,176,554	1,006,520
Social security	85,238	62,807
Pensions	23,344	19,983
Premises costs	1,350	2,171
Other staff costs	49,091	44,343
Recruitment and training	13,879	6,193
Trophies	3,544	2,887
Sports and training requisites	53,802	54,337
Facilities hire	63,098	165,688
Equipment hire	93	800
Sundry purchases	7,467	17,984
Motor expenses	8,547	20,719
Travelling expenses	9,509	21,258
Marketing	6,954	28,161
Clothing	28,987	4,500
Online Sales Fees	2,974	11,156
	<hr/> 1,534,431	<hr/> 1,469,507

Detailed Statement of Financial Activities for the Year Ended 31 March 2021

Support costs	31,321 (£)	31,320 (£)
Management		
Wages	406,013	409,811
Social security	44,661	45,080
Pensions	14,331	12,677
Premises costs	36,760	119,903
Insurance	3,245	5,951
Telephone, computer & internet	45,038	56,011
Postage and stationery	4,442	8,460
Sundries	1,398	15,249
Meetings	72	5,765
Subscriptions	7,018	3,623
Professional fees	28,044	39,608
Depreciation of tangible and heritage assets	18,832	17,552
	<hr/>	<hr/>
	609,854	739,690
Finance		
Bank charges	519	424
Governance costs		
Auditors' remuneration	6,059	6,045
	<hr/>	<hr/>
Total resources expended	2,150,863	2,215,666
	<hr/>	<hr/>
Net income	218,228	72,611
	<hr/>	<hr/>

