

Charity Registration No. 1117122

Company Registration No. 5904736 (England and Wales)

BLACKBURN ROVERS COMMUNITY TRUST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

PM+M Solutions for Business LLP
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BLACKBURN ROVERS COMMUNITY TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	G R Root M A Cheston L Talbot P Watson M Bateson S Waggott U Patel
Charity number	1117122
Company number	5904736
Registered office	Blackburn Rovers Football & Athletic Ltd Ewood Park Blackburn Lancashire BB2 4JF
Auditor	PM+M Solutions for Business LLP New Century House Greenbank Technology Park Challenge Way Blackburn Lancashire BB1 5QB
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BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Blackburn Rovers Community Trust (the company) for the year ended 31 December 2020. The Trustees confirm that the Annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and activities

a. Policies and objectives

Blackburn Rovers Community Trust has continued to develop its policies from a governance, financial, safeguarding and strategy viewpoint, which are in place to support the Trust's aims of meeting its pre-set objectives. These policies are intended to increase public and potential funding provider confidence in the Trust and its aims, missions, values and objectives. Policies have been reviewed and adapted to provide the Trust the ability to adjust to the pressures caused by operating in a pandemic and to progress from a position of being reactive in to one of being proactive.

Despite the pandemic that has blighted three quarters of 2020, our primary objectives remain the same. These objectives are:

- Raise the aspirations of local people through football, sport and education
- To tackle inequality and discrimination and help to create a fairer, more integrated society
- Provide meaningful sports opportunities for people to enhance their communities
- Improve the health and well-being of Blackburn with Darwen and Lancashire through football and multisport activities
- Expand and enhance its community programmes
- To have high quality procedures running through all fibres of the charity
- To provide facilities, purpose built for sport, community and educational use
- To reinvest funds to help those targeted for being most in need, for a variety of reasons, at the heart of the local community
- Increase opportunities for young people and families to be involved with Blackburn Rovers – from playing and coaching to watching and supporting
- Be a constantly evolving, sustainable, community leading, forward thinking charity, at the heart of the community of Blackburn with Darwen and Lancashire

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

b. Strategies for achieving objectives

Using football and sport as the driving force, Blackburn Rovers Community Trust has a clear strategic document, which includes aims and outcomes developed in consultation with stakeholders, staff, volunteers, service users and key partners. It provides realistic targets and means to measure impact and a review to help manage the future developments and plans of the Trust. The plan further provides a narrative which discusses the previous year's aims and outcomes with an update on progression. The strategies implemented have been agreed by the board of trustees and the chief executive officer along with staff, participants and volunteers. We aspire to work with like-minded organisations in achieving the following key objectives:

Provide opportunities in employment, skills and training

- Access to skills and training for all ages, particularly 16 to 24-year-olds
- Traineeships
- Opportunities
- Inspire children and young people
- Provide life skills
- Incorporate entrepreneurship, skill development into schools and the curriculum

Improve the health and wellbeing of local people

- Empower people to make better choices relating to their health
- Assist in the reduction of medical prescriptions
- Raise aspirations
- Raise awareness of key health issues affecting Blackburn with Darwen and Lancashire

Encourage equality, diversity, inclusion, social integration and community safety

- Meaningful opportunities to mix
- A better understanding of different communities
- Intervention activities to reduce crime

Promote the benefits of sports participation

- Utilise the power of sport to achieve the objectives of the aforementioned
- Sustained participation activities
- Success through sport

The past 12 months has been an exceptionally turbulent year for the Trust, our parent football club and society in general. Despite the operational and financial challenges caused by the pandemic, 2020 has been the proudest, most impactful and rewarding since our charity's formation. We have done everything within our power to help those most vulnerable during an unprecedented crisis, working tirelessly in a borough with the highest Covid-19 infection rate of any in the country (circa 17,500 cases, over 1/10 people - Gov.uk, 2021).

Covid-19 has provided significant additional challenges to both the charity and the local community. As such, the Trust created a humanitarian strategy to complement our main strategy for the greater benefit of local people.

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Some of our most impactful work has taken place during this reporting period. The public are delighted to see their local football club (via its official charity) supporting them or a family member or friend in a time of crisis.

We have been able to adapt well to our new environment including the way we go about our delivery and to seeking new additional opportunities for funding or initiatives that directly benefits local people. Our reputation for being a dynamic, dependable, impactful and sustainable charity has played a significant part in attracting new partners and/or additional funding.

The staff have been fantastic throughout the year. Their ability to adapt and change to suit the needs of local people and key stakeholders and the environment has been exemplary. Their passion and enthusiasm for their work is infectious. They have been able to repurpose many of our projects by using their skills and experiences for maximum impact. Their communication skills have shone through, and as a result, they have helped to keep funding partners on board and up to date with projects and outcomes.

Humanitarian strategy achievements include:

- Adapting to local needs
- Supporting the most vulnerable in society
- Repurposing of projects
- Utilising staff skills and experiences
- Communicating with funding partners
- Positive culture towards Covid-19 compliance
- Accessing new funding
- Utilising the brand of Blackburn Rovers

Our core work and our Covid-19 humanitarian strategy has proven to be successful with other bodies acknowledging the impact of our work. Blackburn Rovers Community Trust was delighted to be named EFL Your Move Community Club of the Year North West Region. Additionally, we were honoured to receive the Blackburn with Darwen Mayoral Award for 'outstanding service provided to the community during a time of crisis'.

c. Activities undertaken for achieving objectives and for public benefit

Blackburn Rovers Community Trust delivers a wide-reaching range of programmes within our town, borough and the county of Lancashire.

2020 has been a year like no other. When the pandemic hit the shores of the UK in February 2020, there was no way to be fully prepared for a crisis the magnitude as the one the entire world faced in such a short space of time. We were all in new unforeseen territory, but what we did have in place at Blackburn Rovers Community Trust was a dynamic and compassionate group of dedicated staff and a board of Trustees who helped staff and the Executive team to quickly adapt our business plan and create a Covid-19 humanitarian strategy to support the most in need within our community.

As a collective, we have done everything in our power to ensure that we made a positive difference within the borough throughout 2020. We have delivered major new initiatives and programmes, such as several highly successful holiday hunger programmes or Rovers Connect (tackling digital inequality and isolation) or our wellbeing service where we called 440 vulnerable or isolated persons and provided reassuring and friendly voices.

Our key priority was identifying those who were most at risk and to offer support. We wanted to help those most vulnerable, but we needed to be strategic and coordinated. Blackburn Rovers Community Trust would like to thank all those who have worked alongside us to help delivery our dual strategies during this 12-month period, particularly Blackburn Rovers FC, Premier League Charitable Fund, The EFL Trust, Blackburn with Darwen Council and Sodexo – without whom we would not have been able to help so many people during the last year.

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As with previous years we have continued to be an energetic and agile organisation and those abilities have enabled us to adapt to the new 'norm' of social distancing and lockdowns. We have turned from being reactive at the beginning of the pandemic to being proactive and being on the front foot. We have been able to raise £179,550 of funding specifically for the use of supporting local Covid relief efforts and a total of £1,708,709 to support our general charitable work.

This funding enabled us to provide crucial welfare services such as a home delivery service on behalf of Blackburn Foodbank. This new service saw us deliver 42,372 food packages to families in crisis. We also were able to offer multiple school holiday hunger programmes which benefitted 18,891 children, who each received fresh and nutritional meals. We were also able to make thousands of wellbeing telephone calls to those who were isolated or vulnerable and provide 5,000 face masks to key frontline workers including those working in care homes. This was mainly thanks to Rovers first-team player Bradley Johnson and The Big Sew initiative - which we proudly delivered in partnership with BBC's The Great British Sewing Bee presenter, Patrick Grant.

We were delighted to be able to support the football club, Sodexo and Blackburn with Darwen Council in ensuring that 600 of the borough's most vulnerable children and their families were able to enjoy Christmas by providing each family with a substantial food hamper. Thank you to the fans that kindly donated to this initiative. We've also had the pleasure of working with like-minded organisations such as Age UK, Spring North, Benefit Mankind, 6G and Friends of Infirmary Area to name but a few. Key notable statistics:

- 57 projects delivered (8 Covid specific / 49 existing)
- 55,585 people engaged (33,268 non-Covid projects, 22,317 Covid specific)
- 42,372 meals provided via 2,000 deliveries in partnership with Blackburn Foodbank
- 1000+ meals prepared and delivered to children via our Holiday Hunger initiatives
- 627 hours of virtual sessions in addition to physical initiatives and welfare calls
- 607 Christmas food hampers containing 2,700 meals delivered to families in crisis
- 1,000,000 impressions via online campaigns '#WeAreTogether', '#TimeToTalk'
- 5,000+ masks and other vital PPE supplied to frontline key workers
- 2,000 welfare calls totalling 1,200 hours of one-to-one support
- 437 hours of detached/outreach work to dispel Covid myths and support testing/vaccination
- 92 laptops donated to children and to those that are digitally isolated/excluded
- Supported the local Help Hub through a volunteer showcase and recruitment campaign

The programmes we have delivered over the past year allow us to achieve the aims of our objectives and primarily comprise of:

Education, Skills and Training

Blackburn Rovers Sports College

BTEC in Sport: A full-time programme of sports and education for local young people of all academic and sporting abilities. The Sports College has faced yet more challenges due to Covid-19. On the Prime Minister's announcement in March, with little notice, the staff had to virtualise all delivery and move teaching to online. We have been able to engage all 116 students currently on enrol and we have had excellent attendance levels of 90%.

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FOR THE YEAR ENDED 31 DECEMBER 2020

We have students that live in economically challenged households. We were conscious that they would be disadvantaged by a national lockdown due to the sudden lack of access to IT equipment and could therefore potentially fall behind their fellow students who do have access to remote learning technologies. To ensure these young people's education and opportunities to succeed are not diminished because of the pandemic, the Community Trust sourced laptops and other equipment and gifted them to those students that did not have the funds available to support full time home learning.

Notable statistics from our 2020 BTEC programme:

- 100% pass rate
- 25% of students achieved the highest grade (D*D*D*)
- 46% of students achieved DDD or higher
- 83% of students achieved MMM or higher
- 20 hours of voluntary work completed by each student
- 100% of learners went onto university or employment
- 79% progressed on to university
- 15 students is the average class size
- 6 hours coaching per week for all students before December lockdown

We continue to support several Sports College students who we have identified as needing professional counselling. These young people have several concerning risk factors which have needed to be addressed. During lockdown we continued to provide support via regular telephone calls providing support remotely. Regularly hearing from BRCT staff helped manage their heightened anxiety levels caused by isolation and major changes to their daily routines.

English and Maths Functional Skills and GCSE: Provided 83 young people the opportunity to improve their English and Maths grades via additional sessions and mentoring. Both subject results have improved in 2020 and the students have engaged with the online content. There have been improvements with attendance and attainment for English and Maths so far, with attendance being over 80%.

Foundation Degree in Community Football Coaching and Development: Delivered in partnership with the EFL Trust and University of South Wales, we have 15 students on the degree programme over three different year groups. Students are provided with the opportunity to upgrade the two-year foundation qualification into a full honours degree if the student attains sufficient grades to study for a third year. Students have adapted well to the changes brought on by the pandemic and remain positive despite the coaching opportunities being limited.

Blackburn Rovers Community College: We have been able to establish Blackburn Rovers Community College. The Community College delivers non-sport-centric skills, education and training which includes traineeships and other employability programmes. The aim for the Community College is to continue to grow and establish itself as a leading post-16 education provider in the borough.

Traineeship: As a part of our core strategy of providing education opportunities to help local people to improve their personal circumstances by increasing their knowledge and skill base with the aim of bring them closer to the employability market, we deliver a Level 1 Traineeship programme in partnership with the EFL Trust.

Trust staff work with external agencies such as DWP, new Directions and Blackburn with Darwen Council's Care Services, who sign-post people who are eligible for our programmes.

"Blackburn Rovers' Traineeship programme gave me the skills in the retail industry. Which allowed me to get a job once I completed the course. The Traineeship also helped me get into a well scheduled routine after lockdown, to help me develop a more positive attitude towards work." – M. Hartley. Traineeship 16-19 participant.

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Premier League Primary Stars / School Sports Partnership: We continue to be one of only two professional football club official charities in the country to have been designated as the local council's School Sports Partnership (SSP) deliverer and as such, Premier League Primary Stars plays a huge role within that concept. The programme provides primary schools with support in improving the provision of physical activity and sport, both during curriculum and extra-curriculum time, with high quality experiences for pupils, enabling positive teaching and learning particularly numeracy and literacy and PHSE, alongside increased participation opportunities and playing pathways.

This year, 29 primary schools have enrolled onto one of our Premier League Primary Stars programmes benefitting approximately 7,547 unique children who participate in the scheme.

Despite schools having to close for large parts of 2020, many remained open to provide support for key workers and their children. Our PLPS and SSP offer was adapted to provide in person and online learning opportunities. As a result, we have been able to have a significant positive impact on the local education offer. Our Disability Officer has been working with full classes consisting of a mix of children including those with SEND.

Notable 2020 statistics include:

- 15,833 primary school children supported
- 92,000 people witnessed our bespoke activities via social media
- 7,547 pupils engaged with through our partner schools
- 330 children with special educational needs and disabilities with the age range from five to over 19 engaged with during the 12-month period
- 344 home learning packs distributed to children in the borough
- 29 unique partner schools involved in Primary Stars activity throughout Covid-19
- 150 days' worth of pre-recorded lessons/sessions delivered
- 74 teachers received online CPD

The innovative partnership with 6G continued to develop (even during-lockdown), with six families from Blackburn Sacred Heart RC School (98% BAME) no longer 'digitally excluded' by being provided with a free internet service and donated BRCT laptops. Six other partner schools and their pupils and families also participated in the innovative project.

"We don't have much experience or access to the internet but we both realised that it was important for the children's education. Education-wise it's much more fun for Abdul and Imtisal and it's easier to keep them interested. We've downloaded some Maths and English games which help the children memorise things much faster." R. Naveed, a parent of two of the children benefitting from the initiative.

Premier League Inspires: We are one of 28 organisations of the 92 professional football club official charities (CCOs) to have been awarded funding to deliver a high-quality support and mentoring programme. The project's target audience is Year 7 children deemed as 'marginalised' who have transitioned into the identified partner secondary schools. Two of the target secondary schools are situated in the top 1% of the most deprived wards in the country, therefore presenting the opportunity for the project to have greater, longer-lasting impact on pupils who face additional challenges related to education, health, crime and employment in their neighbourhood.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Premier League Inspires has provided to be a real asset, especially during the pandemic, to the participating schools and pupils, with several young people showing improvement in the following areas:

- Mental wellbeing
- Physical wellbeing
- Confidence and self-esteem
- Feeling inspired and motivated

As a direct result of the coronavirus and under similar circumstances to what our Premier League Primary Stars/SSP has faced, our Premier League Inspires has still been able to deliver and support identified pupils both in person and virtually.

- 26 pupils involved in the programme
- 503 hours of face-to-face delivery
- 225 hours of wellbeing calls

"The project has been invaluable this year more than ever. It has strengthened the partnership between BRCT and our school, but also delivered a much-needed mentoring programme for our pupils. The programme has been extremely flexible and has been adapted to suit the individual needs of the school." - Jennifer Georgy, Head of Year 7, OLSJ.

"It's good because you help me with things. You make me more confident. My anger is not as bad – I don't want to randomly punch someone now. I'd probably be kicked out if I didn't have you because nobody was helping me. And I can't talk to others like this... you understand me." – Pupil, OTO125, Witton Park Academy

Blackburn Rovers Citizenship programme: Working in partnership with other like-minded charities to combat prejudice and hate in local primary schools, including guest appearances from players to reinforce the message.

Blackburn has been identified by the Ministry of Housing Communities and Local Government as one of the most racially segregated towns in England. The pandemic has only intensified myths and stereotypes of certain minority communities and our work in this subject area has never been more important.

We have safely been able to deliver part way through 2020, when social distancing restrictions have allowed, face to face anti-racism sessions to 400 local pupils at several schools who share the same set values and concerns regarding equality, diversity, inclusion and tackling racism in all shapes and forms.

We will continue to invest funds to tackle racism and to provide equality opportunities for all.

Health & Wellbeing

Blackburn Foodbank Home Delivery Service: Working in partnership with the town's primary charitable food bank, we created, funded and operated a home delivery service to support those families throughout national lockdown that were in crisis and those who were self-isolating due to vulnerability to the virus.

- 42,372 meals provided
- 2,000 deliveries
- 3,000 masks provided to clients of Blackburn Foodbank

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Rovers Let's Talk: Was created to raise awareness of the rising number of mental health concerns brought on by lockdown and isolation and to create opportunities for people to socialise/talk/interact with others online, via the telephone or in person at a safe distance.

The initiative raised awareness of mental health concerns via an innovative and engaging social media campaign. '# RoversLetsTalk's' created conversation with those with mental health concerns.

Conversations began with 'Why do you support Rovers?' and 'What was your first game?' before progressing to how people are feeling and soon after, people started to share their positive/negative experiences/feelings, in which, like-minded members of the Rovers online community offered support or simply a chance to talk.

Conscious that not all people with mental health concerns have access to social media, we created a plan to use traditional contact methods which included gatepost conversations and chats on the telephone.

Notable statistics from the initiative:

- 1,000,000+ impressions on social media
- Over 2,000 wellbeing calls made
- 1,200+ hours of engagement
- 94 unique videos created to provide daily challenges via We Will Get Rover This (a complimentary supporting initiative)
- 1 Full-Time Community Welfare Officer employed
- 1 first team player ambassador (Tyrhys Dolan)

Remember The Rovers: A session for over 50's, most of who are Blackburn Rovers supporters and of which, some of the participants suffer with dementia. The project has been running every week as a virtual meeting through the online platform Zoom. This is due to the on-site meetings having to be postponed due to the COVID-19 pandemic.

We managed to arrange for a guest speaker every week for the participants to listen to the speaker's own personal stories and memories of their careers within football. This has been a real highlight for many of the participants, some of whom have had the opportunity to speak to their heroes and be able to ask them questions. Some of the guest speakers we have had on Remember the Rovers include Elliott Bennett, Chris Samba, Pascal Chimbona, Mark Atkins, Chris Sutton, Derek Fazackerley, James Beattie and Howard Gayle.

As well as the weekly guest speaker, the participants also take part in a Remember the Rovers quiz based on football knowledge and trivia on the guest speaker that week and are also treated to highlights of Rovers games both past and present.

We have had some very positive feedback from some of the Remember the Rovers' participants, some of the quotes also featured in the matchday programmes recently:

'I first attended Remember the Rovers in January 2020 when the meetings were held, face to face, in the Directors' Lounge at Ewood Park. Due to lockdown meetings have moved online via zoom. I have found all of the sessions to be very interesting and have learnt a lot about different aspects of the club and the game. I have particularly enjoyed the session with George Root - finding out what was going on in the Boardroom to turn Jack Walker's vision into reality and about trips with the team to away matches.'

Elliott Bennett - a very worthy club captain - down to earth and a thoroughly nice guy. Chris Sutton - have you ever wondered what it was like to play in that game at Anfield? Well Chris told us. We also heard about the work he is doing to address the issue of dementia in football.'

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I am a lifelong Rovers supporter. Tony Parkes is my close friend and I was looking for an activity he could attend and enjoy. Remember the Rovers fits the bill perfectly.

I have seen first-hand how talking about games and players has re-awakened happy memories for him. Anyone caring for someone suffering from dementia knows that getting them back to their 'happy place' is worth its weight in gold.

I would thoroughly recommend Remember the Rovers to anyone – it's a great way to find out more about your club, talk to current and former players and keep the lockdown boredom at bay.

Ben, who runs the sessions, is very welcoming and does his best to make sure everyone has a good time." - Janet Dalton, participant.

"I look forward to Remember the Rovers every week, the Zoom meetings we have are important because it gives Rovers fans a chance to meet up with other fans and have a chat and catch up during these hard times.

Having a guest speaker every week to chat to us is fantastic, it's always good listening to their life stories and getting a chance to ask them questions.

The weekly meetings are also very good for our mental health and I never miss the zoom calls.

Thank you to Ben and everyone involved in this project, I'm looking forward to seeing you in person when we can meet up again" - Graham Brynes, participant.

The Joy of Moving: The Joy of Moving programme is a school-based educational programme for children aged 9 to 11 years-old. It aims to encourage physical activity, promote nutritional education and build awareness of the importance of a healthy diet and active lifestyle. 1,900 primary school children received healthy eating and positive lifestyles coaching.

Feedback from one of the teachers who we delivered the Joy of Moving programme to in the last half term:

"...thank you for the Joy of Moving programme that you are currently delivering at St Antony's. It's a fantastic programme and your delivery of it is perfect for my class. They are a notoriously challenging class who have gone through many, many teachers in the past and have a variety of needs across the classroom and beyond. For this reason, they need to be handled and managed in a certain way and even then do not always respond well.

They love having you in with the programme and they talk about both the programme and yourself throughout the week - so much so that I've linked other curriculum areas to your sessions to raise pupil engagement! I even told them that you had sent me some English lessons to try and they loved it because they thought they were from you!!

Your sessions are having a huge impact on all of the children both mentally and of course physically. They are already more aware and conscious of their own health (and that of others) and are keen to express their improvements each morning to staff in school.

I also think that they have really engaged with you, as I teach things alongside your sessions and it's your sessions that they seem to react better to.

I think what you do and how you do it is genuinely brilliant. The course is fabulous and your delivery is excellent - to the point that my head teacher has enquired about you and your background in teaching!" - Mr McGregor, Year 5 Teacher, St Antony's RC Primary School.

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Men in Sheds: 'Men in Sheds' is a project delivered on a weekly basis that sees men with similar health concerns come together to grow their own fruit and vegetables whilst making new friends and participating in low level physical activity. Funded by Blackburn with Darwen by Public Health, Men In Sheds positively impacts on mental health and wellbeing and is owned by the attendees and volunteers of the 'Shed'. It also supports and develops the volunteers within the project and makes relevant links with partner agencies who can also help to support the participants' health and wellbeing.

Men in Sheds project supports the newly refreshed Joint Health & Wellbeing Strategy (2018-2021), Suicide and Self Harm Prevention Strategy (2016-2019) and Eat Well Move More Shape Up Strategy (2017-2020) and the Local Authority Declaration on Healthy Weight. The project also supports the wider Pennine Lancashire aims of 'Living Happy Healthy and Well' using a place based approach to prevention described in the Pennine Plan.

Men In Sheds was classified by Public Health as an essential support network for those participating in the programme and as such, we were able to continue to deliver this programme in person throughout the Covid-19 crisis.

Men In Sheds has been able to support 10 local men as well as the strategic borough-wide plans to tackle mental and physical inefficiencies of men of a particular age group.

"The programme has meant I can leave my house, go and get involved in some gardening, which has benefited me physically and mentally. Also, I have met new friends who are great. Weather might not have been the best, but this has not been an issue. I love my Thursdays!" – Paul, participant.

"Men in sheds is a great way for people to meet up and to share their experiences with others rather than being stuck at home. If I didn't have Men In Sheds to look forward to on a Thursday, I would be more depressed than normal. Come down to Ewood Park and join the team!" – Mark, participant.

Family Festive Food Initiative: With many families falling on hard times due to the Covid-19 pandemic, the Trust worked in partnership with Blackburn Rovers FC, Sodexo and Blackburn with Darwen Council to ensure households had peace of mind at Christmas by providing those who have been identified by the local authority as being most vulnerable of going without food over the Christmas period, a food hamper.

A total of 907 children and their immediate family were supported thanks to the football club's Festive Family Food initiative, which had the aim of tackling the alarming statistic that Blackburn with Darwen has the sixth highest rate of child hunger in the country.

Players and staff from the club and Community Trust volunteered their time and made financial contributions to the initiative, which saw 607 food parcels donated to families in crisis.

The boxes, which were provided by The Cardboard Box Company, were packed with all the traditional trimmings, and some treats, which ensured that families across the Borough could enjoy a substantial two-course meal on Christmas Day.

Family Festive Food initiative is a continuation of the club and Trust's '# OneRoversTogether' campaign, which was launched earlier in 2020 to offer help and support for those most vulnerable and in need during this difficult time via a variety of important initiatives.

The Big Community Sew: In partnership with BBC's Patrick Grant, the Trust teamed up with the celebrity and entrepreneur to create thousands of additional faces masks. It was established early in the pandemic that in some communities people did not have access to facemasks and thus were at greater risk of being susceptible to catching the virus. To counter this, BRCT funded local sewing enthusiasts, coordinated by Patrick Grant, to produce quality masks made by hand that were suitable for adults and juniors. These masks were distributed in partnership with Blackburn Foodbank.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

Engagement and Participation

National Citizen Service (NCS): The National Citizen Service (NCS) programme is an educational youth programme for young people aged 15 to 17 years-old. It aims to encourage physical activity/challenges, participation in social action; community awareness and cohesion and fundamental life-skills.

Due to the coronavirus, our summer NCS programme was unfortunately cancelled due to national lockdown restrictions. Due to the suppression of the virus during the later parts of the summer, we were able to deliver a face-to-face autumn NCS programme to 249 young people (the largest face-to-face delivery from a CCO in our region). These young people went on to complete a full programme which included taking part in team building and outbound activities at a nearby adventure centre, workshops with such themes as first aid, employability masterclasses, drug and alcohol awareness (presented by The Amy Winehouse Foundation).

For the young people's social action projects, they planned achievable and realistic projects for good causes or charities they are passionate about. To name a few, young people created and published a mental health awareness and cultural differences awareness video, food donations in supermarket collection trollies for local foodbanks, donating clothes, blankets etc. for people who are homeless.

Premier League Kicks/Neighbourhood Youth Offer/Covid-19 Detached Work: Neighbourhood based youth work that offers a unique opportunity for children and young people to access leisure activities and informal education support, advice and guidance from practitioners skilled in developing relationships with the borough's youth population. Across the borough there are a number of providers of youth work in all its various forms and this programme accesses resources across all sectors to ensure that provision is targeted according to evidenced need and delivered in wards at times that best support available leisure time of children and young people.

This project invites children and young adults to play football and multi-sports accompanied by the opportunity to participate in traditional youth club activities in order to reduce instances of anti-social behaviour, break down social barriers, encourage sustained participation in sport, to stimulate the benefits of volunteering and to help participants work towards gainful employment and education opportunities.

During the pandemic, we worked alongside other like-minded organisations to create teams of staff to provide additional engagement with local young people who were not following national and local law/guidance regarding keeping themselves safe and others from the virus.

Notable stats from our Premier League Kicks/Neighbourhood Offer includes:

- 1,912 children and young people participated in the programme
- 1,567 additional children and young people engaged via covid-19 detached outreach work
- 1,348 hours of provision across 33 unique weekly sessions (excluding detached provision)
- 1,000 Informal educational activity packs delivered to participants' homes
- 437 hours of neighbourhood outreach work to dispel Covid myths and support testing/vaccinations
- 107 hours of virtual sessions
- 46 vulnerable group sessions, welfare calls and family engagement during periods of national lockdown to ensure the safety of young people in the absence of some face-to-face delivery

BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Get Stuck In / Holiday Hunger Football Camps: Building on the success of the home delivery service we provided Blackburn Foodbank during the height of the first wave of COVID-19, BRCT was a key delivery partner of the 'Get Stuck in' project in August 2020. Funded via the Department For Education and managed locally by Spring North, the project was designed to ensure families of children accessing free school meals (many of which were at risk of going hungry as school meals are their only main source of food) would continue to receive support during the school summer holidays. The project had other targeted outcomes including tackling physical inactivity and stimulating educational opportunities.

In lieu of initially planned in-person activity camps, which were scheduled to take place at our community sports facilities at Ewood Park and Our Lady and St John's High School, we commissioned a team of six staff to deliver warm nutritional food and weekly activity packs to participant's houses while local restrictions remained in place due to Covid-19. These included competitions to engage and inspire young people using the Rovers brand.

- 131 children aged between four and 16 years, across all communities of Blackburn with Darwen, were supported
- 95 unique households received warm nutritional food

A full programme of digital activities was designed and shared via Trust social media channels (three times a day – with the occasional retweet from the club) to engage participants and encourage physical activity, including a mixture of arts/crafts, several variations of sports (football, generic games, gymnastics, dance, physical challenges etc.), as well as baking and mental wellbeing content.

The project yielded positive feedback from the project organisers, as well as some exceptional comments from participants and their families, including:

"My son has really struggled these past few weeks with the lack of socialising since March. Having daily interaction with a different face has helped him with his confidence."

"The meals delivered Mon-Thu were fantastic and a big help to stressed Mums during this pandemic. My son loved the colouring things provided and it has made me feel less isolated during this very challenging year. Thank you BRFC."

Food, which was provided by Thomas Franks Ltd, was also distributed to four local charities to ensure no wastage, with a view to helping other local families in need.

Feedback from the charities and some of their residents was also similarly positive:

"I just wanted to say a big thank you from all the staff and residents from James Street. The meals you have delivered daily for the residents have been a godsend and a lifeline for several of our residents who have very little or no incomes."

"I work at the Hollin Street Project which is a homeless provision for families who are currently homeless or facing homelessness. Some of the families have little or no experience in cooking fresh produce and therefore a lot of the children have basic foods which are easily available, cheap and quick to cook. Having the meals delivered to Hollin Street, especially during these uncertain times has been a godsend to the families and they have appreciated them greatly."

"Moved in recently with my son and I have been suffering with my mental health and haven't felt much like cooking. It's great to know that my child is having a healthy balanced meal prepared for him, so on the days when I feel low, I get one of these meals out of the freezer and that is what we have for tea. Thanks so much, I'm starting to feel better in myself and I know that the only way is up from now on"

BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Achievements and performance

a. Key financial performance indicators

The board of trustees are pleased with the financial position of the Community Trust. We continue to operate as a sustainable and viable charitable operation for public benefit, complimented by managed growth.

b. Review of activities

Blackburn Rovers Community Trust has established a reputation, locally, nationally and internationally, for delivering quality programmes and we are proud of the strong partnerships that have been built and sustained during a pandemic.

This year has seen us named EFL Your Move Community Club of the Year North West Region and receive the Mayoral Award for 'outstanding service provided to the community during a time of crisis'. To be named as the one of the most innovative and impactful community club organisations in the EFL is a testimony to the way that the Community Trust has worked hard to create a vision to deliver a high-quality, local needs-assessed projects, initiatives and campaigns. In addition to delivering BTEC in Sport, traineeships, Premier League Primary Stars, NCS, Premier League Kicks and our other general charitable work, we were delighted to be able to create eight new covid-specific community-benefitting programmes which includes the Blackburn Foodbank Home Delivery Service, Get Stuck In, The Big Sew, Covid outreach work and Rovers Connect initiative.

We have still managed to support the club in achieving their strategies relating to four key areas within which they (and we) want to see particular growth – BAME, charity, community and juniors.

Once again, we have achieved all of our pre-agreed key performance indicators (KPIs) for our projects (many have been reassessed and new targets provided due to the lack of face-to-face delivery opportunities caused by the pandemic) and have attained increased participation.

As was the case 12 months ago, we have again been able to increase the number of staff available to us, and this has further improved the quality of delivery and the number of beneficiaries of our output. Building on the standards that we have set in previous reports, we have continued our proud record of attaining the EFL and Premier League's Capability Code of Practice benchmark every year since its inception – proving our level of quality around governance, finance and business risk, safeguarding, law and constitution requirements and values that underpin strategy every year. This is no small undertaking – particularly in such turbulent circumstances, as it requires us to not only demonstrate the highest possible standards in all of these areas via a comprehensive report, but also ensure that we achieve them throughout the entire year.

Impact of Activities

Despite the pandemic, 2020 has once again been a very successful year for engagement and the number of people enjoying the benefits of our work, with eight new projects bringing new engagements towards our overall figure for the year of 55,585 – significantly up on 2019's numbers (45,031). Thousands of people from all sections of society can bear testament to the impact of our work and our ability to improve lives for the better, using the power of football and the brand of Blackburn Rovers. Breaking down the 55,585 engagements with some headline statistics, the biggest growth – in sheer weight of numbers – being enjoyed by the growth of 12,333 further engagements via the Premier League Primary Stars / School Sports partnership concept, which has benefited greatly due to local primary schools match funding the project and new virtual learning, creating increased access to the Trust and funds to grow the team and add new skills and experiences to an already strong team.

Our range of projects covers concepts as diverse as sport and health sessions for children and adults, education courses for young adults, BAME health and sports sessions, disability football/dance/social activities for the elderly, drug misuse awareness sessions, mental health recovery programmes, business engagement and estate-based projects to reduce anti-social behaviour.

BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

The Trust delivered 57 different community projects and initiatives, working with a large number of primary schools within the BB1 to BB7 and PR post code areas and many of the secondary schools in Blackburn with Darwen. Besides the pandemic, the major development of the calendar year was the application to the Football Foundation requesting £250,000 to improve the Blackburn Rovers Indoor Centre's playing surfaces, changing rooms and disability access.

Our 2020 In Numbers:

55,585 engagements via our inclusive programmes

57 different projects/initiatives

Our turnover has decreased 7.5% from £1,847,532 (2019) to £1,708,709.

We employ 80 local people, including 47 full-time staff supported by 33 part-time and casuals.

42,372 meals provided via 2,000 deliveries in partnership with Blackburn Foodbank

5,000+ masks and other vital PPE supplied to frontline key workers

15,833 children aged 5 to 11 years from local primary schools have taken part in sport sessions.

73 primary school teachers received mentoring and/or CPD training from our team to improve their specialist PE delivery and use of sport as a classroom tool to aid numeracy and literacy.

440 wellbeing calls made to elderly participants of our Jack's Walkers project

40 participants were involved in Remember The Rovers with 26 sessions taking place

360 days of delivery

84 disability sessions

249 young people participated in a face-to-face NCS programme

100% pass rate on our BTEC in Sport course for the sixth consecutive year.

1,900 school children have taken part in our schools' healthy lifestyle programme.

BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Financial review

a. Financial review

Income for the year has decreased by 7.5% to £1,708,709 (2019 - £1,847,532), due to a significant drop in income from charitable trading due to national lockdowns and social distancing requirements.

Expenditure decreased in the year, generally in line with the reduction in activity. A surplus of £164,823 (2019 - a loss of £35,646) arose in the year.

The trustees are satisfied that the charity has sufficient reserves to support this and future expansion of the operations. The company's financial position at the year-end is satisfactory.

Total funds are £974,887 (2019 - £810,064) which comprises unrestricted funds.

b. Going concern

At the trustees meeting in January 2020, it was agreed that we would once again aim to control expenditure and prepare for the future through carefully considered investment plans that would provide Blackburn Rovers Community Trust with sustainability and growth. This was reviewed in light of the pandemic and adjusted accordingly. Each investment over the course of this reporting period has been successful, with an investment in staff (CPD, growth in staff numbers, salaries, benefits etc.), the retaining of all key staff and substantial investment in facilities and equipment. We have been able to invest in all of these areas with minimal financial risk to the Trust, and all of these infrastructure improvements have proven to be successful, generating notable positive results.

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent of at least three month's expenditure. The Trustees considers that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

c. Principal funding

Our principal funding providers come from a range of restricted and unrestricted funding sources. They include:

- The Blackburn Rovers Football and Athletic Limited (see below)
- EFL Trust
- Premier League Charitable Fund
- Blackburn with Darwen Council
- Spring North
- West Lancashire College
- University of South Wales
- Big Lottery
- Charities Aid Foundation
- Community Foundation for Lancashire and Merseyside
- Multiple local educational establishments and grassroots sports clubs

The Blackburn Rovers Football and Athletic Limited have subsidised rent charged to the charity amounting to £16,641 (2019 - £27,698).

BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

d. Material investments policy

We have a number of financial procedures in place to ensure that the correct processes are followed before investing in any material goods. These policies and procedures are:

- Financial Control Policy
- Financial Procedures
- Fundraising Policy

These three documents are adhered to by all staff and have proved to be a sound platform for protecting our capital and ensure that we only invest in cost-effective and relevant materials that maintain or enhance the quality of our project delivery or facility provision. There are also appropriate sign-off levels within these policies to manage any investment on a sensible basis but not overly restrictive to staff looking to make sound investments for their projects.

The Trustees has assessed the major risks to which the Charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Structure, governance and management

a. Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 14 August 2006. The company is constituted under a Memorandum of Association dated 14 August 2006 and is a registered charity number 1117122. The principal object of the company is to provide, where possible, all members of the local community access to high quality services and facilities that can potentially better their personal circumstances and create opportunities for positive change, under the provision of our Mission Statement, which is:

"Blackburn Rovers Community Trust is fully committed to offering all members of the local community access to the highest quality programme of grassroots sports, education, inclusion and awareness projects to encourage off-field participation, success and enjoyment. At all times we are keen to use the profile and brand of Blackburn Rovers Football Club to greatest effect, committed to developing a comprehensive and diverse range of community initiatives and partnership working practices to open up new avenues of life chances and make a positive difference to the lives of the people of Blackburn with Darwen and Lancashire."

b. Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

c. Policies adopted for the induction and training of Trustees

When the board of trustees appoint a new trustee, this person will undertake an induction and receive a Trustee Induction Pack which is provided as a guide, highlighting their role and responsibilities to conduct their duties in the best interests of the company.

d. Pay policy for senior staff

The board of trustees make senior staff pay a discussion point at one or more trustee meetings per year. Levels of pay vary based on the duties required within each job description. We do not operate a fixed pay scale and staff are fairly remunerated on merit, based on their levels of responsibility and performance.

BLACKBURN ROVERS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Statement of Trustees' responsibilities

The Trustees, who are also the directors of Blackburn Rovers Community Trust for the purpose of company law, are responsible for preparing the Trustees' Report 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 Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

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

Auditor

The auditor, PM+M Solutions for Business LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

G R Root
Trustee



Dated: 5 July 2021

BLACKBURN ROVERS COMMUNITY TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST

Opinion

We have audited the financial statements of Blackburn Rovers Community Trust (the 'Charity') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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 Charity'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 annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

BLACKBURN ROVERS COMMUNITY TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the Charity for the purpose 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 Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

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

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

BLACKBURN ROVERS COMMUNITY TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST

Identifying and assessing potential risks related to irregularities

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

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

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: timing of recognition of commercial income, posting of unusual journals and complex transactions; and manipulating the Charity's performance profit measures and other key performance indicators to meet remuneration targets and externally communicated targets. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, employment law, health and safety, pensions legislation and tax legislation.

Audit response to risks identified

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC; and
- in addressing the identified risks of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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.

BLACKBURN ROVERS COMMUNITY TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

PM+M Solutions for Business LLP

Helen Clayton BSc FCA (Senior Statutory Auditor)
for and on behalf of PM+M Solutions for Business LLP

15 July 2021

Chartered Accountants
Statutory Auditor

New Century House
Greenbank Technology Park
Challenge Way
Blackburn
Lancashire
BB1 5QB

PM+M Solutions for Business LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

BLACKBURN ROVERS COMMUNITY TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
<u>Income and endowments from:</u>							
Charitable activities	3	101,573	1,022,215	1,123,788	80,958	1,190,096	1,271,054
Trading activities	4	380,988	-	380,988	574,010	-	574,010
Investments	5	683	-	683	2,468	-	2,468
Other Income	6	-	203,250	203,250	-	-	-
Total Income		483,244	1,225,465	1,708,709	657,436	1,190,096	1,847,532
<u>Expenditure on:</u>							
Trading activities	7	606,204	-	606,204	721,100	-	721,100
Charitable activities	8	7,350	930,332	937,682	7,200	1,166,295	1,173,495
Total resources expended		613,554	930,332	1,543,886	728,300	1,166,295	1,894,595
Net (outgoing)/ incoming resources before transfers		(130,310)	295,133	164,823	(70,864)	23,801	(47,063)
Gross transfers between funds		295,133	(295,133)	-	23,801	(23,801)	-
Net income/(expenditure) for the year/ Net movement in funds		164,823	-	164,823	(47,063)	-	(47,063)
Fund balances at 1 January 2020		810,064	-	810,064	857,127	-	857,127
Fund balances at 31 December 2020		974,887	-	974,887	810,064	-	810,064

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BLACKBURN ROVERS COMMUNITY TRUST

BALANCE SHEET

AS AT 31 DECEMBER 2020

	Notes	2020 £	£	2019 £	£
Fixed assets					
Tangible assets	12		15,479		20,307
Current assets					
Debtors	13	243,218		305,648	
Cash at bank and in hand		1,162,257		772,920	
		<u>1,395,475</u>		<u>1,078,568</u>	
Creditors: amounts falling due within one year	14	(436,067)		(288,811)	
Net current assets			<u>959,408</u>		<u>789,757</u>
Total assets less current liabilities			<u><u>974,887</u></u>		<u><u>810,064</u></u>
Income funds					
Unrestricted funds			<u>974,887</u>		<u>810,064</u>
			<u><u>974,887</u></u>		<u><u>810,064</u></u>


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006 relating to small companies, for the year ended 31 December 2020.

The Trustees have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 however an audit has been carried out under section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of section 386 the Act with respect to accounting records and preparation of accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

The financial statements were approved by the Trustees on 5 July 2021



G R Root
Trustee

Company Registration No. 5904736

BLACKBURN ROVERS COMMUNITY TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 £	£	2019 £	£
Cash flows from operating activities					
Cash generated from operations	20		384,124		31,753
Investing activities					
Purchase of tangible fixed assets		(5,470)		-	
Interest received		683		2,468	
Net cash (used in)/generated from investing activities			(4,787)		2,468
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			379,337		34,221
Cash and cash equivalents at beginning of year			772,920		807,313
Cash and cash equivalents at end of year			<u>1,152,257</u>		<u>772,920</u>

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

Charity Information

Blackburn Rovers Community Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Blackburn Rovers Football & Athletic, Ewood Park, Blackburn, Lancashire, BB2 4JF. The members of the company are the Trustees previously named. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

(Continued)

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the company and compliances with constitutional and statutory requirements.

Cost of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	10% Straight line
Fixtures and fittings	15% Straight line
Computers	33% Straight line
Motor vehicles	25% Reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

(Continued)

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction.

Basic financial liabilities

Basic financial liabilities, including creditors are recognised at transaction price.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.13 Deferred incoming resources

Grant income is deferred on the basis of activities being undertaken in the following period as stipulated by the grant provider.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The trustees do not believe there to be any significant estimates or assumptions.

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

3 Charitable activities - Income

	2020 £	2019 £
Fundraising activities	9,074	35,124
Grants	1,114,714	1,235,930
	<u>1,123,788</u>	<u>1,271,054</u>
Analysis by fund		
Unrestricted funds	101,573	80,958
Restricted funds	1,022,215	1,190,096
	<u>1,123,788</u>	<u>1,271,054</u>
Grant providers		
The Premier League Charitable Trust	312,649	318,489
The Football League (Community) Limited	341,819	391,609
The Football League (Trust) Limited	275,117	344,956
New Era Foundation	27,604	10,000
Blackburn with Darwen Council	157,525	170,876
	<u>1,114,714</u>	<u>1,235,930</u>

4 Trading activities - Income

	2020 £	2019 £
Coaching and other football related income	306,892	471,461
Business Centre	74,096	102,549
	<u>380,988</u>	<u>574,010</u>

5 Investments

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Investment Income	<u>683</u>	<u>-</u>	<u>683</u>	<u>2,468</u>

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 DECEMBER 2020**

6 Other Income

	Restricted funds	Total
	2020	2019
	£	£
Furlough income	203,250	-

7 Trading activities - Expenditure

	2020	2019
	£	£
Business Centre	75,481	91,721
Coaching and other football related expense	182,505	241,354
Staff costs	283,225	321,543
Support costs	64,993	66,482
	<u>606,204</u>	<u>721,100</u>

8 Charitable activities - expenditure

	2020	2019
	£	£
Staff costs	795,628	817,726
Other costs	134,704	348,569
	<u>930,332</u>	<u>1,166,295</u>
Share of governance costs (see note 9)	7,350	7,200
	<u>937,682</u>	<u>1,173,495</u>

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

9 Support costs

	Support costs	Governance costs	2020	2019	Basis of allocation
	£	£	£	£	
Repairs	2,719	-	2,719	4,960	Apportioned
Rent and rates	3,877	-	3,877	4,371	Apportioned
Telephone and fax	4,332	-	4,332	2,011	Apportioned
Computer costs	17,003	-	17,003	11,903	Apportioned
Printing and stationery	8,138	-	8,138	18,600	Apportioned
Legal and consultancy	12,087	-	12,087	9,880	Apportioned
Sundry expenses	5,667	-	5,667	8,091	Apportioned
Bad debts	8,475	-	8,475	-	Apportioned
Bank charges	2,695	-	2,695	6,686	Apportioned
Audit fees	-	5,650	5,650	5,500	Governance
Accountancy	-	1,450	1,450	1,450	Governance
Tax Services	-	250	250	250	Governance
	<u>64,993</u>	<u>7,350</u>	<u>72,343</u>	<u>73,682</u>	
Analysed between					
Trading	64,993	-	64,993	66,482	
Charitable activities	-	7,350	7,350	7,200	
	<u>64,993</u>	<u>7,350</u>	<u>72,343</u>	<u>73,682</u>	

10 Trustees

Fees paid to Business Roots Limited for consultancy work amounted to £nil (2019 - £749). The company is controlled by G R Root, a trustee, and the work was carried out on a normal commercial basis.

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

11 Employees

Number of employees

The average monthly number of employees during the year was:

	2020 Number	2019 Number
Total	85	88

Employment costs

	2020 £	2019 £
Wages and salaries	987,005	1,042,430
Social security costs	73,672	91,142
Other pension costs	18,176	5,697
	1,078,853	1,139,269

Remuneration and benefits received by key management personnel amounted to £295,227 (2019 - £258,138).

The number of employees whose annual remuneration was £60,000 or more were:

	2020 Number	2019 Number
£60,000 - £70,000	1	-

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

12 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 January 2020	1,031,138	138,004	213,767	40,400	1,423,361
Additions	-	-	5,470	-	5,470
At 31 December 2020	1,031,138	138,004	219,237	40,400	1,428,831
Depreciation and impairment					
At 1 January 2020	1,029,051	136,041	207,920	29,992	1,403,054
Depreciation charged in the year	348	1,319	6,029	2,602	10,298
At 31 December 2020	1,029,399	137,360	213,949	32,594	1,413,352
Carrying amount					
At 31 December 2020	1,740	644	5,288	7,807	15,479
At 31 December 2019	2,088	1,963	5,847	10,409	20,307

13 Debtors

	2020	2019
	£	£
Amounts falling due within one year:		
Trade debtors	1,905	96,235
Other debtors	4,886	-
Prepayments and accrued income	236,427	209,413
	243,218	305,648

14 Creditors: amounts falling due within one year

	2020	2019
	£	£
Other taxation and social security	-	29,994
Trade creditors	11,383	16,459
Other creditors	-	1,529
Accruals and deferred income	424,684	240,829
	436,067	288,811

Deferred income included above amounts to £358,201 (2019 - £224,262). The 2019 balance was released during the year.

The deferred income represents grant income received in respect of activities to be undertaken in the following period as stipulated by the grant provider.

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

15 Retirement benefit schemes

Defined contribution schemes

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £18,176 (2019 - £5,697).

There were no contributions outstanding at the year end.

16 Analysis of net assets between funds

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Total 2019 £
Fund balances at 31 December 2020 are represented by:				
Tangible assets	15,479	-	15,479	20,307
Current assets/(liabilities)	959,408	-	959,408	789,757
	<u>974,887</u>	<u>-</u>	<u>974,887</u>	<u>810,064</u>

BLACKBURN ROVERS COMMUNITY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

17 Operating lease commitments

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020 £	2019 £
Within one year	4,130	4,130
Between two and five years	1,721	5,851
	<u>5,851</u>	<u>9,981</u>

18 Related party transactions

During the year, the charitable company was charged for goods and services from The Blackburn Rovers Football and Athletic Limited amounting to £202,360 (2019 - £377,597), and received income amounting to £nil (2019 - £699). At the balance sheet date, an amount of £6,339 (2019 - £5,518) was owed in respect of these goods and services.

The Blackburn Rovers Football and Athletic Limited have also donated match tickets and subsidised rent charged to the charity amounting to £16,641 (2019 - £27,698).

19 Controlling party

The Trust is controlled by The Blackburn Rovers Football and Athletic Limited.

20 Cash generated from operations	2020 £	2019 £
Surplus/(deficit) for the year	164,823	(47,063)
Adjustments for:		
Investment income recognised in statement of financial activities	(683)	(2,468)
Depreciation and impairment of tangible fixed assets	10,298	11,217
Movements in working capital:		
Decrease in debtors	62,430	2,297
Increase in creditors	147,256	67,770
Cash generated from operations	<u>384,124</u>	<u>31,753</u>

21 Analysis of changes in net funds

The Charity had no debt during the year.